

## Community Services Standing Committee Meeting Agenda

**Date:** Wednesday, November 5, 2025

**Time:** 9:00 o'clock a.m.

**Location:** Council Chambers, 1<sup>st</sup> Floor, Windsor City Hall

All members will have the option of participating in person in Council Chambers or electronically and will be counted towards quorum in accordance with Procedure By-law 98-2011 as amended, which allows for electronic meetings. The minutes will reflect this accordingly. Any delegations have the option to participate in person or electronically.

### **MEMBERS:**

Ward 2 - Vacant

Ward 3 - Councillor Renaldo Agostino

Ward 4 - Councillor Mark McKenzie

Ward 5 - Councillor Ed Sleiman (Chairperson)

Ward 6 - Councillor Jo-Anne Gignac

## ORDER OF BUSINESS

| Item # | Item Description     |
|--------|----------------------|
| 1.     | <b>CALL TO ORDER</b> |

### READING OF LAND ACKNOWLEDGMENT

We [I] would like to begin by acknowledging that the land on which we gather is the traditional territory of the Three Fires Confederacy of First Nations, which includes the Ojibwa, the Odawa, and the Potawatomi. The City of Windsor honours all First Nations, Inuit and Métis peoples and their valuable past and present contributions to this land.

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| 2. | <b>DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF</b> |
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| 3. | <b>ADOPTION OF THE MINUTES</b> |
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| 3.1. | Adoption of the Community Services Standing Committee minutes of its meeting held September 3, 2025 <b>(SCM 264/2025)</b> |
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| 4. | <b>REQUEST FOR DEFERRALS, REFERRALS OR WITHDRAWALS</b> |
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| 5. | <b>COMMUNICATIONS</b> |
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| 6. | <b>PRESENTATIONS AND DELEGATIONS</b> |
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| 7. | <b>COMMITTEE MATTERS</b> |
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| 7.1. | Minutes of the Committee of Management for Huron Lodge of its meeting held June 12, 2025 <b>(SCM 263/2025)</b>                                  |
| 7.2. | Minutes of the meeting of the Committee of Management for Huron Lodge of its meeting held September 9, 2025 <b>(SCM 296/2025)</b>               |
| 7.3. | Minutes of the Meetings of the Executive Committee and Board of Directors, Willistead Manor Inc., held September 11, 2025 <b>(SCM 310/2025)</b> |
| 7.4. | Report No. 124 of the Board of Directors, Willistead Manor Inc. <b>(SCM 311/2025)</b>                                                           |

- 7.5. Minutes of the Windsor Accessibility Advisory Committee of its meeting held September 16, 2025 **(SCM 328/2025)**

**8. ADMINISTRATIVE ITEMS**

- 8.1. The Windsor Essex Community Safety & Well-Being Plan 2026-2029 – City Wide **(C 142/2025)** *Author: Michelle Oake, Project Lead*
- 8.2. Windsor Essex Housing Connections (WEHC) - Integrated Support Team (IST) Program Update **(C 144/2025)** *Author: Whitney Kitchen, Supervisor, Housing First*

**9. QUESTION PERIOD**

**10. ADJOURNMENT**



**Committee Matters: SCM 264/2025**

**Subject: Adoption of the Community Services Standing Committee minutes of its meeting held September 3, 2025**



## Community Services Standing Committee Meeting

Date: Wednesday, September 3, 2025

Time: 9:00 o'clock a.m.

### **Members Present:**

#### **Councillors**

Ward 3 – Councillor Renaldo Agostino

Ward 4 – Councillor Mark McKenzie

Ward 5 – Councillor Ed Sleiman (Chairperson)

Ward 6 – Councillor Jo-Anne Gignac

#### **PARTICIPATING VIA VIDEO CONFERENCE ARE THE FOLLOWING FROM ADMINISTRATION:**

Sandra Gebauer, Council Assistant

#### **ALSO PARTICIPATING IN COUNCIL CHAMBERS ARE THE FOLLOWING FROM ADMINISTRATION:**

Jelena Payne, Deputy Chief Administrative Officer / Commissioner, Economic Development

Dana Paladino, Acting Commissioner, Human & Health Services

Michael Chantler, Commissioner, Community Services

Janice Guthrie, Commissioner, Finance & City Treasurer

Neil Robertson, City Planner

Kirk Whittall, Executive Director, Housing & Children Services

Tanya Antoniwi, Executive Director, Employment & Social Services

Matthew Johnson, Executive Director, Economic Development

Alina Sirbu, Executive Director, Long Term Care / Administration

Jamie Scott, Executive Director, Parks, Recreation & Facilities

Kelly Goz, Manager, Homelessness & Housing Support

Diane Wilson, Manager, Social & Affordable Housing

Michelle Staadegaard, Manager, Culture & Events

Craig Robertson, Manager, Licensing & Enforcement / Deputy Licence Commissioner

Stephen Lynn, Manager Social Policy & Planning

Linda Higgins, Manager, Intergovernmental Funding, Employment, Social Services & Health

Jennifer Tanner, Manager, Homelessness & Housing Supports

Adam Pillon, Manager of Right-of-Way

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Joe Baker, Manager, Land Development & Growth  
Michelle Oake, Project Manager  
Charmaine Valbuena, Coordinator Social Planning  
Anna Ciacelli, Deputy City Clerk

### 1. CALL TO ORDER

The Chair calls the meeting of the Community Services Standing Committee to order at 9:00 o'clock a.m.

### 2. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None disclosed.

### 3. ADOPTION OF THE MINUTES

#### 3.1. Adoption of the Community Services Standing Committee minutes of its meeting held July 2, 2025.

Moved by: Councillor Mark McKenzie  
Seconded by: Councillor Renaldo Agostino

THAT the minutes of the Community Services Standing Committee meeting held July 2, 2025 **BE ADOPTED** as presented.  
Carried.

Report Number: SCM 208/2025

### 4. REQUEST FOR DEFERRALS, REFERRALS OR WITHDRAWALS

None requested.

### 5. COMMUNICATIONS

None presented.

### 6. PRESENTATIONS AND DELEGATIONS

#### 6.1. Windsor-Essex Regional Affordable Housing Strategy 2025 Report - City Wide

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**Ed Starr, Partner, Bahar Shadpour, Senior Manager of Housing Policy and Research, and Matt Pipe, Manager of Housing Policy and Research, SHS Consulting Inc.**

Ed Starr, Partner, Bahar Shadpour, Senior Manager of Housing Policy and Research, and Matt Pipe, Manager of Housing Policy and Research, SHS Consulting Inc., appear before the Community Services Standing Committee regarding the administrative report dated August 18, 2025 entitled "Windsor-Essex Regional Affordable Housing Strategy 2025 Report - City Wide" and provide a brief overview of the contents and insights from the Regional Housing Needs Assessment. The presentation further provides an overview of recommendations for implementing an affordable housing strategy within the region, including improving access to those in greatest need, and strengthening the housing sector.

Councillor Jo-Anne Gignac inquires as to what strategies might be recommended to harmonize the different approaches the city and county municipalities have to help accomplish the presented housing goals in an equitable way region-wide. Ms. Shadpour replies that despite the majority of the social support organizations being located within the city, the needs assessment and recommendations encompass the entire region. The actions and ideas within the report allow for review and collaboration between the City and the surrounding areas. Ms. Shadpour states that many programs the city has adopted could be used as examples to create similar programs in other local municipalities.

Councillor Jo-Anne Gignac expresses the importance of incentivizing developers to create affordable housing to prevent the proposed strategies from coming to a standstill. She also reiterates how difficult it may be to unite the different zoning and planning strategies of the city and surrounding municipalities. Mr. Starr replies that the report acknowledges a collaborative structure needs to be in place to address and resolve the housing issues in the region. He states that the City of Windsor is in a unique position to act as a "service manager" in the region and the common goals of the region should be explored.

**Sylvie Guenther, Executive Director, Hiatus House**

Sylvie Guenther, Executive Director, Hiatus House, appears before the Community Services Standing Committee in support of the the administrative report dated August 18, 2025 entitled "Windsor-Essex Regional Affordable Housing Strategy 2025 Report - City Wide". She states that Hiatus House is working to provide forty deeply affordable housing units to the community; and concludes by stressing the importance of transitional housing for those leaving shelters, which is not specifically noted in the report.

Councillor Jo-Anne Gignac inquires about the existing shelter services in the county and local municipalities. Ms. Guenther replies that shelter services outside of the city are limited. Transitional housing is being adopted as a more affordable alternative.

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Councillor Renaldo Agostino inquires whether regional transportation issues have been taken into account in the report, and if that limits the ability to choose where affordable housing may be located. Mr. Pipe indicates that commuting data, and how it has changed over time, was reviewed, but strategies for developing transportation solutions were out of the scope of the report. He adds that further data to this point could be explored.

Councillor Renaldo Agostino inquires whether there is an opportunity for the Provincial and Federal governments to do more to make affordable housing an easier goal to achieve. Mr. Starr agrees that the higher levels of government have more resources than municipalities. He feels that the ideas in this study could be brought forward to the Federal government under the new initiatives recently introduced.

Moved by: Councillor Jo-Anne Gignac  
Seconded by: Councillor Mark McKenzie

Decision Number: **CSSC 287**

THAT the report of the Manager Social and Affordable Housing and Coordinator of Housing Administration & Development dated August 18, 2025 entitled "Windsor-Essex Regional Affordable Housing Strategy 2025 Report - City Wide" **BE RECEIVED**.

Carried.

Report Number: S 107/2025  
Clerk's File: GH/11710

## 7. COMMITTEE MATTERS

### 7.1. Minutes of the Age Friendly Windsor Working Group of its meeting held May 14, 2025

Moved by: Councillor Mark McKenzie  
Seconded by: Councillor Jo-Anne Gignac

Decision Number: **CSSC 288**

THAT the minutes of the Age Friendly Windsor Working Group meeting held May 14, 2025 **BE RECEIVED**.

Carried.

Report Number: SCM 198/2025  
Clerk's File: MB2025

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### 7.2. Minutes of the Meetings of the Executive Committee and Board of Directors, Willistead Manor Inc., Held June 12, 2025

Moved by: Councillor Mark McKenzie  
Seconded by: Councillor Jo-Anne Gignac

Decision Number: **CSSC 289**

THAT the minutes of the Executive Committee and Board of Directors, Willistead Manor Inc. meeting held June 12, 2025 **BE RECEIVED**.  
Carried.

Report Number: SCM 226/2025  
Clerk's File: MB2025

### 7.3. Minutes of the Windsor Essex Regional Community Safety and Well-Being Plan's Regional Systems Leadership Table of its meeting held March 12, 2025

Moved by: Councillor Mark McKenzie  
Seconded by: Councillor Jo-Anne Gignac

Decision Number: **CSSC 290**

THAT the minutes of the Windsor Essex Regional Community Safety and Well-Being Plan's Regional Systems Leadership Table meeting held March 12, 2025 **BE RECEIVED**.  
Carried.

Report Number: SCM 241/2025  
Clerk's File: MB2025

## 8. ADMINISTRATIVE ITEMS

### 8.1. Temporary Exhibition Look Again! Outside! Extension and Expansion - City Wide

Moved by: Councillor Renaldo Agostino  
Seconded by: Councillor Mark McKenzie

Decision Number: **CSSC 291**

THAT the request from the Art Gallery of Windsor (AGW, currently operating as Art Windsor-Essex AWE) to extend the *Look Again! Outside!* temporary exhibition of up to twenty-four (24) reproduction paintings in frames in the Fall of 2025 for a period of up to ONE YEAR **BE APPROVED**; and further,

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THAT the request from the AGW to relocate one (1) of these framed reproduction paintings currently displayed in Paterson Park, Sandwich Towne to Fontainebleau Library for a period of up to one year **BE APPROVED**; and further,

THAT the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to execute a Consent to Enter Agreement for the Art Gallery of Windsor to allow its employees, agents and contractors (collectively "AGW") to enter Willistead Park (the "Consent Lands") for the purpose of installing and maintaining two new reproduction paintings (the "Works") to be located to the Consent Lands approved as to form and content by the City Solicitor, and in content by the Executive Director, Culture, and the Executive Director, Parks, Recreation and Facilities including the following terms:

- (i) The term of the agreement shall be for a period of up to one (1) year, commencing in the Fall of 2025;
- (ii) The cost for the Consent to Enter Agreement will be granted for nominal consideration of \$1.00;
- (iii) AGW will be responsible for ensuring there is no damage to the Consent Lands and, upon termination of the Consent to Enter Agreement, any disturbance of the Consent Lands resulting from AGW's carrying out of its Works will be restored by AGW at its own cost to the satisfaction of the Executive Director, Parks, Recreation and Facilities, or designate;
- (iv) AGW will be required to provide the City with indemnification and require proof of insurance with the following minimal coverage, satisfactory to the City: \$5,000,000 Commercial General Liability coverage, with "The Corporation of the City of Windsor" listed as an additional insured and cross-liability coverage and 30 days' notice of cancellation. The coverage must not exclude the Consent Lands and must specifically acknowledge the Consent Lands are included on the proof of insurance. The City reserves the right to amend, restate and/or supplement the above requirements as determined by the City's Risk and Insurance Department from time to time; and,

THAT City Council **AUTHORIZE** the waiver of fees of up to \$7,641.00 for the permit to extend the total twenty-seven (27) temporary art displays, as well as the refundable indemnity fee; and further,

THAT the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to sign an agreement with the AGW for the installation of the artworks in the City Right-of-Way, including the Consent Lands, for a period of up to ONE YEAR beginning in the Fall of 2025, approved in legal form by the City Solicitor or designate, in financial content by the City Treasurer or designate and in technical content by the Manager of Right-of-Way and the Executive Director, Culture, and the Executive Director, Parks, Recreation and Facilities.

Carried.

Report Number: S 105/2025  
Clerk's File: SR/13926

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### 8.2. 2024 Pathway to Potential (P2P) Annual Impact Report Update

Moved by: Councillor Renaldo Agostino  
Seconded by: Councillor Mark McKenzie

Decision Number: **CSSC 292**

THAT the report of the Social Planning Coordinator dated May 13, 2025 entitled “2024 Pathway to Potential (P2P) Annual Impact Report” **BE RECEIVED** for information purposes.  
Carried.

Report Number: C 75/2025  
Clerk’s File: SS/10488

### 8.3. Windsor Regional Employment Network (WREN) Update

Moved by: Councillor Mark McKenzie  
Seconded by: Councillor Renaldo Agostino

Decision Number: **CSSC 293**

THAT the report of the Executive Director, Employment & Social Services and Manager, Integrated Employment Services dated July 10, 2025 entitled “Windsor Regional Employment Network (WREN) Update” **BE RECEIVED** for information.  
Carried.

Report Number: C 102/2025  
Clerk’s File: SS2025

### 8.4. Response to CQ 6-2025 re: Good Neighbour Policy Exploration – City Wide

Councillor Renaldo Agostino inquires whether administration has explored anything in other jurisdictions with Good Neighbour policies that could work for the City of Windsor.

Dana Paladino, Acting Commissioner, Human and Health Services, appears before the Community Services Standing Committee regarding the administrative report dated August 18, 2025, entitled “Response to CQ 6-2025 re: Good Neighbour Policy Exploration – City Wide” and indicates that the Good Neighbour policies described in the majority of the other communities in the report were more guidelines and educational opportunities than specific policies. Some communities have established agreements, either voluntarily or contractually, between service providers and the municipalities to ensure compliance with Good Neighbour policies. Consideration could be given to having a hybrid approach in Windsor, with Good Neighbour agreements required for service providers funded by the City, and voluntary agreements with municipal partners.

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Councillor Renaldo Agostino inquires whether administration has already had Good Neighbour Policy discussions with any service providers. Ms. Paladino replies yes, and that the Downtown Mission has already drafted their own Good Neighbour Policy in anticipation of this report going to Council.

Councillor Jo-Anne Gignac inquires whether the Bruce Park Village neighbourhood funded by Pathway to Potential would be an example of a Good Neighbour program already up and functioning. Ms. Paladino replies that it is a good example of the potential of how the Good Neighbour Policy could work. The agreed-upon Good Neighbour criteria could be included in future funding agreements in this area.

Councillor Mark McKenzie inquires about initiatives recently undertaken by the by-law department that could fall under a Good Neighbour Policy. Craig Robertson, Manager of Licensing and Enforcement/Deputy License Commissioner, appears before the Community Services Standing Committee regarding the administrative report dated August 18, 2025, entitled "Response to CQ 6-2025 re: Good Neighbour Policy Exploration – City Wide" and replies that by-law officers have been performing blitzes in every ward over the last few weeks, with the intention of educating residents rather than issuing fines. This program has been very successful and has resulted in a 50 to 65% rate of voluntary compliance within 24 hours. Mr. Robertson expresses concern that a large portion of issues were only found during these blitzes rather than being called in by residents, showing that there may be a lack of knowledge of by-laws and property standards in the community.

Councillor Mark McKenzie appreciates the by-law department's efforts and feels that their presence in the community and at BIA meetings may be helpful to spread awareness in neighbourhoods, with local businesses helping to lead the implementation of Good Neighbour policies. Mr. Robertson agrees, and states that the by-law enforcement department has plans to attend more BIA meetings, as well as engage youth through in-school programs.

Councillor Ed Sleiman inquires whether the issue of homelessness would be included in Good Neighbour Policy implementation. Ms. Paladino replies that a review of the Housing and Homelessness Master Plan will be coming to Council in the spring, and that the Good Neighbour Policy plans could be tied into that Housing update.

Moved by: Councillor Renaldo Agostino

Seconded by: Councillor Mark McKenzie

Decision Number: **CSSC 294**

THAT the report of the Manager, Homelessness & Housing Support (Acting) dated August 18, 2025 entitled "Response to CQ 6-2025 re: Good Neighbour Policy Exploration– City Wide" **BE RECEIVED** for information; and,

THAT administration **BE DIRECTED** to develop a Good Neighbour Policy as part of the Housing and Homelessness Master Plan review.

Carried.



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### Wednesday, September 3, 2025

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Report Number: S 106/2025  
Clerk's File: SS2025

## 9. QUESTION PERIOD

None registered.

## 10. ADJOURNMENT

There being no further business the meeting of the Community Services Standing Committee is adjourned at 9:57 o'clock a.m. The next meeting of the Community Services Standing Committee will take place on October 1, 2025.

Carried.

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Councillor Sleiman (Chairperson)

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Deputy City Clerk / Supervisor of Council  
Services



**Committee Matters: SCM 263/2025**

**Subject: Minutes of the Committee of Management for Huron Lodge of its meeting held June 12, 2025**

## Committee of Management for Huron Lodge

Meeting held June 12, 2025

A meeting of the Committee of Management for Huron Lodge is held this day commencing at 9:00 o'clock a.m. in Room 522a, 350 City Hall Square West, there being present the following members:

Councillor Ed Sleiman, Chair  
Councillor Jo-Anne Gignac

### ***Regrets received from:***

Councillor Fred Francis

### ***Also present are the following resource personnel***

Alina Sirbu, Executive Director Long Term Care Home, Administrator of Huron Lodge  
Dana Paladino, Acting Commissioner, Human & Health Services

## **2. Disclosure of Interest**

None disclosed.

## **3. Minutes**

Moved by Councillor Jo-Anne Gignac, seconded by Councillor Ed Sleiman,  
That the minutes of the Committee of Management for Huron Lodge of its meeting held March 4, 2025, **BE ADOPTED** as presented.  
Carried.

## **5. Business Items**

### **5.1 Administrator's Report**

Alina Sirbu, Executive Director Long Term Care Home, Administrator of Huron Lodge provides an overview of the Administrator's Report as follows:

- The Ministry of Long-Term Care (MLTC) announced that the Ontario government will be maintaining the-fee-per-bed capitation rate of \$1,500 for the fiscal year

2025-26 to support the ongoing delivery of high-quality pharmacy services to long-term care residents in Ontario.

- The Ministry of Long-Term Care attended Huron Lodge from February 3-7, 2025, to complete their Critical Incident Inspection.
- Quality Improvement – The second quarter CQI committee meeting of 2025 is scheduled for June 16, 2025.
- **Residents' Council Involvement** – They continue to be informed and consulted in the home to uphold resident-centred voices and choices; they continue to receive monthly quality improvement updates.
- **Palliative Care Committee** – The committee remains focused on continuing to support compassionate care at end-of-life for the residents and families. The partnership continues to strengthen between the Palliative Care Committee and the Home's Resident's Council with end of life.
- Information relating to falls, antipsychotics and restraints are outlined in the Administrator's report.
- **Shining Moments: Celebrating our Successes** – The upcoming launch of an innovative software system in their Food Service Department is set to revolutionize the operations at Huron Lodge starting at the end of June 2025. The key feature of the system includes real-time updates, an enhanced dining experience, efficient order management and comprehensive training.

Councillor Jo-Anne Gignac advises that hospitals dispense their own meds and asks if there is a dispensing fee associated in a hospital for meds that are given to patients. Alina Sirbu responds that long term care does not have that associated fee .

Moved by Councillor Jo-Anne Gignac, seconded by Councillor Ed Sleiman,

That the report from the Administrator of Huron Lodge providing the Committee of Management with an update on issues related to resident care; the Ministry of Long-Term Care (MLTC); Ontario Health, Home and Community Care Support Services (HCCSS) and other initiatives that impact the Long-Term Care sector **BE RECEIVED** for information and **APPROVED** for the period starting March 4, 2025, ending June 12, 2025.

Carried.

#### 4. In Camera

Moved by Councillor Jo-Anne Gignac, seconded by Councillor Ed Sleiman to move In Camera at 9:18 o'clock a.m. for discussion of the following items:

**Reference: s. 239 (2)(b) – Personal matters about identifiable individuals, including municipal or local board employees – Resident matters**

Motion carried.

Discussion on the items of business.

**Verbal Motion is presented by Councillor Jo-Anne Gignac, seconded by Councillor Ed Sleiman to move back into public session at 9:20 o'clock a.m.**

Moved by Councillor Jo-Anne Gignac, seconded by Councillor Ed Sleiman,  
That the verbal In Camera report relating to the personal matter about identifiable individual(s) including municipal or local board employees **BE RECEIVED** and further, that Administration **BE AUTHORIZED** to proceed in accordance with the verbal direction of the Committee of Management for Huron Lodge Long Term Care Home.  
Carried.

In response to a question asked by Councillor Ed Sleiman regarding if there have been increases in the cost of food due to the tariffs, Alina Sirbu responds they have seen increases in prices and adds that they work closely with Finance.

## **6. Date of Next Meeting**

The next meeting will be held on Tuesday, September 9, 2025.

## **7. Adjournment**

There being no further business, the meeting is adjourned at 9:26 o'clock a.m.



**Committee Matters: SCM 296/2025**

**Subject: Minutes of the meeting of the Committee of Management for Huron  
Lodge of its meeting held September 9, 2025**

**Committee of Management for Huron Lodge**  
Meeting held September 9, 2025

A meeting of the Committee of Management for Huron Lodge is held this day commencing at 2:00 o'clock p.m. in Room 522b, 350 City Hall Square West, there being present the following members:

Councillor Ed Sleiman, Chair  
Councillor Jo-Anne Gignac  
Councillor Fred Francis

***Also present are the following resource personnel:***

Alina Sirbu, Executive Director Long Term Care Home, Administrator of Huron Lodge  
Dana Paladino, Acting Commissioner, Human & Health Services  
Brenlee Martin, Manager Administration, Human & Health Services

**2. Disclosure of Interest**

None disclosed

**3. Minutes**

Moved by Councillor Fred Francis, seconded by Councillor Jo-Anne Gignac,  
That the minutes of the Management for Huron Lodge of its meeting held June 12, 2025, **BE ADOPTED** as presented.  
Carried.

**4. In Camera**

Moved by Councillor Fred Francis, seconded by Councillor Jo-Anne Gignac to move In Camera at 2:05 o'clock p.m. for discussion on the following items:

**Reference: s. 239 (2)(b) – Personal matters about identifiable individuals, including municipal or local board employees – Resident matters**

Motion carried.

Discussion on the items of business.

**Verbal Motion is presented by Councillor Fred Francis, seconded by Councillor Jo-Anne Gignac to move back into public session at 2:15 o'clock p.m.**

Verbal Motion is presented by Councillor Jo-Anne Gignac, seconded by Councillor Fred Francis,

That the verbal In Camera report relating to the personal matter about identifiable individual(s) including municipal or local board employees **BE RECEIVED** and further, that Administration **BE AUTHORIZED** to proceed in accordance with the verbal direction of the Committee of Management for Huron Lodge Long Term Care Home.

Carried.

## 5. Business Items

### 5.1 Administrator's Report

Alina Sirbu, Executive Director Long Term Care Home, Administrator of Huron Lodge provides an overview of the Administrator's Report as follows:

- Provides an update relating to inspections, residents and the satisfaction survey.
- The last inspection at Huron Lodge resulted in zero issues.
- In terms of quality improvement, Huron Lodge is continuing to use the provincial standards and indicators as best practices and comparators.
- The Resident's Council of Huron Lodge continues to lead resident-focused initiatives throughout the home. Council members are eagerly anticipating in an exciting and engaging Residents' Council Week in September as they celebrate their ongoing contributions to life at Huron Lodge.
- Continuing to see many residents that are affected by mental health which requires a multidisciplinary clinical approach regarding the level of antipsychotic medication and the reduction of it while ensuring their safety and well being.
- In this last quarter there were no significant changes communicated by the Ministry of Long-Term care.
- Ontario Health is organizing a patient advocacy day at Windsor Regional Hospital. This day is meant to bring together residents and patients different health care agencies such as Windsor Regional, Hotel Dieu Grace Leamington Erie Shores along with different long term care homes and others. Huron Lodge will have a booth at the event to be held on September 26, 2025. The event will include networking between participants as well as highlight the lived experience in the delivery of health care services and settings of goals and outcomes.
- Councillor Jo-Anne Gignac remarks that the number of residents coming in with acute issues is more prevalent today and asks if a data baseline can be established. She refers to the number of patients on antipsychotics and states that if that baseline had been established 10 years ago, the data would show how the numbers have increased. She asks if this information can be provided to the province. Alina Sirbu responds that a review of the reports over the last 12 years can be done in order to see the trend in the use of antipsychotics. She advises through her participation through the Windsor-Essex Ontario Health Team Committee; she has been relaying that information to the Ministry.



Moved by Councillor Fred Francis, seconded by Councillor Jo-Anne Gignac,  
That the report from the Administrator of Huron Lodge providing the Committee of Management with an update on issues related to resident care, the Ministry of Long-Term Care (MLTC) Ontario Health; Home and Community Care Support Services (HCCSS) and other initiatives that impact the Long-Term Care sector **BE RECEIVED** for information and **APPROVED** for the period starting June 12, 2025, and ending September 9, 2025.  
Carried.

## **6. Date of Next Meeting**

The next meeting will be held on Tuesday, December 9, 2025, at 10:00 o'clock a.m.

## **7. Adjournment**

There being no further business, the meeting is adjourned at 2:28 p.m.



**Committee Matters: SCM 310/2025**

**Subject: Minutes of the Meetings of the Executive Committee and Board of Directors, Willistead Manor Inc., held September 11, 2025**

A meeting of the **Executive Committee Board of Directors, Willistead Manor Inc.** is held this day commencing at 3:30 o'clock p.m. at Willistead Manor, there being present the following members:

D. Sanborn, Chair  
J. Evans  
C. Gaudette  
R. Gauthier

***Also in attendance are the following Resource Personnel:***

D. Seguin, Deputy Treasurer – Financial Accounting and Corporate Controls  
M. Staadegaard, Manager, Culture  
C. Menard, Supervisor, Community Programming - Cultural Affairs  
& Willistead Manor Coordinator  
S. Gebauer, Council Assistant & Executive Secretary to the Board  
of Directors, Willistead Manor Inc.

**1. CALL TO ORDER**

The Chairperson calls the meeting to order at 3:36 o'clock p.m. and the Executive Committee considers the Agenda being Schedule "A" **attached** hereto, matters, which are dealt with as follows:

**2. ADOPTION OF THE MINUTES**

Moved by J. Evans, seconded by C. Gaudette,  
That the minutes of the Executive Committee Board of Directors  
Willistead Manor Inc. meeting held June 12, 2025, **BE ADOPTED** as presented.

Carried.

**3. BUSINESS ARISING FROM THE MINUTES**

None.

**4. REPORTS**

#### 4.1 Chairperson

None.

#### 4.2 Administration

C. Menard, Supervisor, Community Programming - Cultural Affairs & Willistead Manor Coordinator provides the following updates:

##### *Priority Projects for Willistead Manor:*

- C. Menard and R. Gauthier will continue to work on prioritizing projects in the Manor and identifying budgets.
- R. Gauthier and C. Gaudette are in the process of identifying the ideal portrait layout and lighting needs.

##### *Culture and Facilities Updates:*

- Manor Elevator Replacement: A contractor has been approved, and the elevator replacement will occur in early 2026. Details are currently being worked out with the Facilities Department.
- Willistead Park – Fencing Update: Approximately 50 pillars are included in this project. The pillars have been aggravated by old age and the freeze-thaw cycle. They need to be stabilized; some will need to be fully disassembled and re-built. The project will begin in September and includes repair and refinish for the South and West Gate. The goal is to complete repairs before winter.
- Pipe Leaks / Water Issues: - The Manor is currently experiencing water and pipe issues with the women's restrooms. Currently all restrooms are functioning on all floors. Investigative work to assess and repair the issues is tentatively planned for early 2026.
- Investigation Into Sticky Walls in Great Hall and Other Areas: Currently monitoring moisture to determine possible impacts. The Custodian to begin gentle clean in 2026 to help breakdown build-up.
- Significant Collection Donation: The City has accepted a donation of about 50 boxes of artifacts, furniture, artwork, papers etc. Museum Windsor is currently working on inventory and appraisals, and the Willistead Board will be involved later. This collection is included in the plans for the expansion of the Coach House Historical Exhibition.
- Custodian & Coach House Update: The new custodian begins job-shadowing on September 11, 2025. Coach House Historical Exhibition Expansion project is expected to begin in early 2026. Funding sources will need to be identified for this large-scale project, which will be led by C. Menard.

##### *At the Manor Events and Other Culture Updates:*

- Room Guide & Willistead Brochure: Will be updated in 2026, after the Coach House project has been completed.
- At the Manor: Next up is Holiday Tours and Breakfast with Santa.

- 2026 Annual Mayor's Reception: Sunday, January 18, 2026.
- Documentary: A letter was sent to Suede to discuss next steps, and a response was requested by September 11, 2025.
- Travel in Time: The YourTV television program, which was filmed in part in Willistead Manor and highlights the Manor and our local heritage is scheduled to air the weeks of September 16<sup>th</sup>, September 23<sup>rd</sup>, September 30<sup>th</sup> at 8:00pm.

#### **4.3 Treasurer**

D. Seguin, Deputy Treasurer – Financial Accounting and Corporate Controls will report on financial accounts at the regular meeting.

#### **5. NEW BUSINESS**

None.

#### **6. DATE OF NEXT MEETING**

The next meeting of the Executive Committee Board of Directors, Willistead Manor Inc. will be on Thursday, October 9, 2025.

#### **7. ADJOURNMENT**

There being no further business, the meeting is adjourned at 4:25 o'clock p.m.

---

CHAIRPERSON

---

EXECUTIVE SECRETARY

SG  
September 11, 2025

A meeting of the **Board of Directors, Willistead Manor Inc.** is held this day commencing at 4:30 o'clock p.m. at Willistead Manor, there being present the following members:

D. Sanborn – Chair  
A. Abu-Zahra  
M. Clark  
J. Evans  
C. Gaudette  
R. Gauthier  
D. Langstone  
E. Morasset  
F. Perissinotti  
C. Pitman

***Regrets from Board Members:***

MJ. Dettinger

***Also in attendance are the following resource personnel:***

D. Seguin, Deputy Treasurer – Financial Accounting and Corporate Controls  
M. Staadegaard, Manager, Culture  
C. Menard, Supervisor, Community Programming - Cultural Affairs  
& Willistead Manor Coordinator  
S. Gebauer, Council Assistant & Executive Secretary to the Board  
Directors, Willistead Manor Inc.

**1. CALL TO ORDER**

The Chairperson calls the meeting to order at 4:34 o'clock p.m. and the Board considers the Agenda being Schedule "A" attached hereto, matters, which are dealt with as follows:

**2. ADOPTION OF THE MINUTES**

Moved by J. Evans, seconded by D. Langstone,  
That the minutes of the Board of Directors, Willistead Manor Inc. meeting held June 12, 2025, **BE ADOPTED** as presented.

Carried.

### 3. BUSINESS ARISING FROM THE MINUTES

None.

### 4. CHAIRPERSON'S REPORT

D. Sanborn welcomes new Board members, Michael Clark and Frank Perissinotti and invites all members to introduce themselves. Each member then introduces themselves.

Moved by C. Gaudette, seconded by J. Evans,  
That the following individuals **BE RE-APPOINTED** to the Board of Directors, Willistead Manor Inc. for a two-year term ending August 17, 2027:

A. Abu-Zahra  
J. Evans  
R. Gauthier  
E. Morasset  
D. Sanborn

Carried.

D. Sanborn informs the members that the sub-committees will be reviewed at a future meeting to determine if any committees are no longer relevant and to allow members the opportunity to join different sub-committees.

### 5. REPORTS

#### 5.1 Management

C. Menard, Supervisor, Community Programming - Cultural Affairs & Willistead Manor Coordinator provides the following updates:

#### *Culture and Facilities Updates:*

- Manor Elevator Replacement: A contractor has been approved, and the elevator replacement will occur in early 2026. The timeframe identified has been between February 9 and April 24<sup>th</sup>. Details are currently being worked out with the Facilities Department.
- Willistead Park – Fencing Update: Approximately 50 pillars are included in this project. The pillars have been aggravated by old age and the freeze-thaw cycle. They need to be stabilized; some will need to be fully disassembled and re-built. The project, which will begin in September, includes repairs and refinish for the South and West Gate, and should be completed before winter.
- Pipe Leaks / Water Issues: - The Manor is currently experiencing water and pipe issues with the women's restrooms. Currently all restrooms are functioning on all

floors. Investigative work to assess and repair the issues is tentatively planned for early 2026.

- Investigation Into Sticky Walls in Great Hall and Other Areas: Currently monitoring moisture to determine possible impacts. The Custodian to begin gentle clean in 2026 to help breakdown build-up.
- Significant Collection Donation: The City has accepted a donation of about 50 boxes of artifacts, furniture, artwork, papers etc. Museum Windsor staff is currently working on-site to inventory, archive and have the collection appraised. The Willistead Board will be involved once all of this has been completed. This collection is included in the plans for the expansion of the Coach House Historical Exhibition.
- Custodian & Coach House Update: The new custodian begins job-shadowing on September 11, 2025. Coach House Historical Exhibition Expansion project is expected to begin in early 2026. Funding sources will need to be identified for this large-scale project, which will be led by C. Menard.

*At the Manor Events and Other Culture Updates:*

- Room Guide & Willistead Brochure: Will be updated in 2026, after the Coach House project has been completed.
- At the Manor: Next up is Holiday Tours and Breakfast with Santa.
- 2026 Annual Mayor's Reception will take place on Sunday, January 18, 2026.
- Documentary: A letter was sent to Suede to discuss next steps, and a response was requested by September 11, 2025.
- Travel in Time: The YourTV television program, which was filmed in part in Willistead Manor and highlights the Manor and our local heritage is scheduled to air the weeks of September 16<sup>th</sup>, September 23<sup>rd</sup>, September 30<sup>th</sup> at 8:00pm.

E. Morasset explains to the Board members that, regarding the sticky walls, they are currently monitoring the situation as it may be related to environmental factors. They are tracking conditions during both activity and non-activity periods and will also review cleaning protocols. She noted that they are aware of the issue, and it is being addressed.

M. Staaedegaard, Manager, Culture, adds that the HVAC system was recently replaced, which could be a contributing factor.

## **5.2 Treasurer**

D. Seguin, Deputy Treasurer – Financial Accounting and Corporate Controls provides the following current account balances:

- Operating Account -- \$26,580.
- Savings Account -- \$18,081.
- Furnishings Trust -- \$18,995.

D. Seguin informs that a \$1,000 donation was received over the summer.



## **6. COMMITTEES**

### **6.1 Fundraising**

None.

### **6.2 Community Relations and Promotion**

None.

### **6.3 Acquisitions**

R. Gauthier informs the Board members the Acquisitions committee will be focusing on the recently received collection, which will form part of the Coach House Historical Exhibition. He noted that many other pieces have been donated that cannot be accommodated within the Manor, so a future sale may be considered.

R. Gauthier also informed that the two pieces donated by Rita Sanborn, a beautiful painting and a buffet, have been placed in the Manor and that a beautiful antique clock, dating back to 1820, has been donated by Colleen and will be placed in the Library.

### **6.4 Friends of Willistead (FOW)**

C. Pitman, provides the following updates:

- Art in the Park was very successful; the Friends partnered once again with Julie from *Time to Go*. Gift sales were strong.
- Two tours were conducted in June, both of which went very well.
- Cathy Renaud was interviewed as part of the *Travel in Time* television program, filmed in part at Willistead Manor by YourTV.
- During the July summer tours, 87 volunteer shifts were filled and over 300 guests attended, some from other parts of the world.
- The FOW welcomed three new members.
- TWEPI has brought freelance writers into the Manor and has another group opportunity, as well as a photo shoot scheduled for next week.
- A garage sale is being planned for September.
- Decorating groups are being organized for Christmas.
- Two tours are booked for the month of October, and three tours are currently booked for November.

### **6.5 Education**

None.

## **6.6 Historical**

David Langstone informs the members that he had scanned a scrapbook about Hiram Walker, which was donated to the Board by Pam Morse, Hiram Walker's great-great-granddaughter and would be happy to provide copies to any interested board members. D. Langstone also provides some historical information regarding Hiram Walker's sons.

## **6.7 Event Planning**

None.

## **7. NEW BUSINESS**

None.

## **8. DATE OF NEXT MEETING**

The next meeting of the Board of Directors, Willistead Manor Inc., will be held Thursday, October 9, 2025 at 4:30 o'clock p.m.

## **9. ADJOURNMENT**

There being no further business, the meeting is adjourned at 5:19 o'clock p.m.

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CHAIRPERSON

---

EXECUTIVE SECRETARY

**Item No. 7.4**



**Committee Matters: SCM 311/2025**

**Subject: Report No. 124 of the Board of Directors, Willistead Manor Inc.**

**REPORT NO. 124**  
of the  
**BOARD OF DIRECTORS,**  
**WILLISTEAD MANOR INC.**  
of its meeting held September 11, 2025

---

**Present:** D. Sanborn -- Chair  
A. Abu-Zahra  
M. Clark  
J. Evans  
C. Gaudette  
R. Gauthier  
D. Langstone  
E. Morasset  
F. Perissinotti  
C. Pitman

Your Board submits the following recommendations:

Moved by C. Gaudette, seconded by J. Evans,  
That the following individuals **BE RE-APPOINTED** to the Board of  
Directors, Willistead Manor Inc. for a two-year term ending August 17, 2027:

A. Abu-Zahra  
J. Evans  
R. Gauthier  
E. Morasset  
D. Sanborn

Carried.

\_\_\_\_\_  
Chair

\_\_\_\_\_  
Executive Secretary

**NOTIFY:**

| Name                                        | Address | City/Prov/Pstcd | Telephone | FAX |
|---------------------------------------------|---------|-----------------|-----------|-----|
| Board of Directors<br>Willistead Manor Inc. |         |                 |           |     |



**Committee Matters: SCM 328/2025**

**Subject: Minutes of the Windsor Accessibility Advisory Committee of its meeting held September 16, 2025**



## **Windsor Accessibility Advisory Committee (WAAC)**

Meeting held September 16, 2025

A meeting of the Windsor Accessibility Advisory Committee is held this day commencing at 10:00 o'clock a.m. via Zoom video conference, there being present the following members:

Sally Bennett Olczak, Co-Chair  
Peter Best, Co-Chair  
Councillor Fred Francis  
Danica McPhee  
Ricardo Pappini  
Nicholas Petro

***Absent:***

Surendra Bagga  
Caleb Ray

***Guest in attendance:***

Joy Mayerhofer

***Also present are the following resource personnel:***

Mark Keeler, Accessibility/Diversity Officer  
James Chacko, Executive Director Transit Windsor  
Karen Kadour, Committee Coordinator

### **1. Call to Order**

Sally Bennett Olczak, Co-Chair calls the meeting to order at 10:01 o'clock a.m. and the Committee considers the Agenda being Schedule A, attached hereto, matters which are dealt with as follows:

### **2. Conflict of Interest**

None disclosed.

### **3. Adoption of the Minutes**

Moved by Nicholas Petro, seconded by Councillor Fred Francis,  
That the minutes of the Windsor Accessibility Advisory Committee of its meeting held March 13, 2025, **BE ADOPTED** as presented.  
Carried.

## **4 Business Items**

### **4.1 Facility Accessibility Design Standard (FADS) Update**

Mark Keeler, Accessibility/Diversity Officer advises that the administrative committee which is composed of engineers and architects is currently reviewing Chapter 2 of the new FADS document.

In response to a question asked by Sally Bennett Olczak, Co-Chair regarding timelines for FADS, Mark Keeler responds he expects that Chapter 2 will be completed by summer 2026 and will come back to WAAC at that time for review. He indicates that a draft of the document will be posted to the City's website to allow for review and comment by the public.

### **4.2 Accessibility for Ontarians with Disabilities Act (AODA) Compliance Update**

Mark Keeler advises that 2025 is the compliance year for the City of Windsor and is due by December 15, 2025. He states that conversation is being held with the various city departments who are submitting documents ranging from park benches, park developments to new washrooms. He adds that the documents must be available in the event there is an audit by the Ministry.

Danica McPhee refers to the lists being sent from various departments regarding changes over the past year and asks if WAAC will be able to view some of the modifications made by the city that will be submitted to the AODA. Mark Keeler responds that most of the changes are from Parks.

Sally Bennett Olczak, Co-Chair indicates that the earlier that WAAC can be brought into the process for review and consultation, the better as the Committee is eager to do so.

### **4.3 Transit Schedules Developments**

Mark Keeler remarks he has been working with Transit Windsor along with their consultant and Marketing Department on the transit schedules. He notes that improvements are being made on their audible schedules. Peter Best, Co-Chair questions if WAAC or the CNIB is involved in the process of developing the audible schedules. Mark Keeler responds that they have a draft which will be released within a few weeks for review by the Infrastructure Subcommittee and the CNIB.

#### 4.4 Recreational Operational Budget Request

Discussion ensues regarding the Recreational operating budget request and the use of capital or operating funds. Mark Keeler reviews the items requested and notes the cost has increased on some of the items.

Danica McPhee supports the purchases and suggests a discussion around utilization program development afterwards to ensure that WAAC's purchases are being utilized.

Peter Best suggests the use of the capital funds primarily for the accessible pathway to the washroom at Alexander Park.

Mark Keeler concurs with Danica McPhee to draft the protocol for proposals and to create a framework for departments who request funding from WAAC.

Nicholas Petro suggests if the operating budget is utilized to purchase requests from departments, that the departments be made aware that WAAC has donated these funds.

Councillor Fred Francis advises that outside of the International Relations Committee, no other committee of Council is able to accumulate their operating budget. He adds if there is an opportunity to safeguard the capital budget at the expense of operating, that is what should be done.

Moved by Danica McPhee, seconded by Riccardo Pappini,

That **APPROVAL BE GIVEN** to cover the expenses requested by the Recreation Department 6814 in the amount of \$6,814.53 to the limit of the operating budget of the Windsor Accessibility Advisory Committee.

Carried.

Sally Bennett Olczak Co-Chair suggests that a brief follow-up report be provided within 6 months or so, that outlines how these items provided by WAAC are being utilized and enjoyed. Mark Keeler supports this suggestion going forward and proposes that Administration from Recreation be invited to come to the Infrastructure Subcommittee and to present how these items purchased by WAAC are being utilized.



#### **4.5 Capital Theatre Parking Update**

Mark Keeler explains that the issue with the Capital Theatre is that parking is at a premium in this area. Bill Kralovensky, Manager, Transport Operations has determined that there is no parking of any kind in front of the Capital Theatre because this space is used for buses, delivery trucks, and so on.

Sally Bennett Olczak, Co-Chair suggests that Bill Kralovensky be invited to a meeting of the Infrastructure Subcommittee.

Councillor Fred Francis advises if the by-law regarding parking is to be changed, it will require a vote of City Council.

#### **4.6 County of Essex Accessibility Advisory Committee Fest-For-All**

Danica McPhee provides an overview of the County of Essex Advisory Committee Fest-For-All as follows:

- Advises that the other Accessibility Advisory Committees were not present.
- Spoke to the Tecumseh Advisory Committee about some of their priorities. In 2024, they were heavily focused on the digitization of transit maps, and this year are focusing on transportation.
- There is great interest in learning what the other committees are doing.
- Suggests attending this event in 2026 and to have a booth.

In response to a question asked by Riccardo Pappini if guest speakers were present, Danica McPhee responds presentations were provided.

Sally Bennett Olczak, Co-Chair, states if there is interest in meeting with our County representatives, this should be added to WAAC's working agenda and suggests that Danica McPhee take the lead on this initiative.

#### **4.7 Resumption of Infrastructure Subcommittee**

Sally Bennett Olczak, Co-Chair advises that the Capital Theatre piece has been added to the next agenda. Suggests setting goals and work towards achieving them in concert with Danica McPhee and working with our County counterparts over the next year.

#### **4.8 2026 Capital Projects Vision Report**

Mark Keeler states a call out to departments for potential capital projects has been undertaken. He indicates that the Parks Department has submitted a project (pathway at Alexander Park) along with a proposal from Huron Lodge and the Windsor Public Library.

**5. Date of Next Meeting**

The next meeting will be held on Thursday, November 13, 2025 at 10:00 a.m. via Zoom in a meeting room to be determined.

**6. Adjournment**

There being no further business, the meeting is adjourned at 11:20 a.m.

**Subject: The Windsor Essex Community Safety & Well-Being Plan 2026-2029 – City Wide**

**Reference:**

Date to Council: November 5, 2025  
Author: Michelle Oake  
Project Lead  
moake@citywindsor.ca  
519-255-5200 ext. 5432  
Community Development and Health Services  
Report Date: 10/20/2025  
Clerk's File #: SS/14026

**To:** Mayor and Members of City Council

**Recommendation:**

**THAT** City Council **RECEIVE** the report titled "Windsor Essex Community Safety & Well-Being Plan 2026-2029"; and,

**THAT** City Council **APPROVE** Appendix A – Windsor Essex Community Safety & Well-Being Plan 2026-2029; and,

**THAT** administration **BE DIRECTED** to inform the Ministry of the Solicitor General that the Community Safety and Well Being Plan has been updated and is available on the website in accordance with the Community Safety and Policing Act, 2019.

**Background:**

In May 2025, City Council received the Annual Progress Report of the Windsor Essex Regional Community Safety & Well-Being Plan (the Plan) and an update on the intention to refresh the Plan (CR 231/2025).

Developing the initial version of the Plan was a significant effort, requiring substantial resources, detailed data collection, and broad community engagement across the region. To align with the Community Safety and Policing Act (CSPA), 2019 and make the most of existing resources, refreshing the Plan was a fiscally responsible and efficient approach. This update builds on the strong foundation of the original Plan's extensive engagement and data.

**Discussion:**

The update of the Plan was a collaborative effort led by Creative Momentum Consulting in collaboration with the Project Team from the City of Windsor and the County of Essex. A comprehensive needs assessment and the facilitation of a community

engagement strategy, which took place from April 2025 to September 2025, formed the foundation for the refresh process.

The six-month renewed engagement strategy incorporated a range of public consultation activities including focus groups and surveys that reached 746 individuals across the city and county. In addition, meetings were held with community safety & well-being leadership members, including community partners, police, and municipal representatives, to identify needs, set priorities, and align strategies with existing regional plans and initiatives. These engagements also amplified the voices of priority populations, including youth, First Nations, Métis, and Inuit peoples, racialized community members, and organizations representing mental health and addictions services.

The Plan has been developed in accordance with provincial legislation and with guidance from area municipalities and community stakeholders to re-imagine how to address local crime and complex social issues through preventative and collective action. It fosters collaboration among municipal governments, sector leaders, service providers, and community groups to identify and prioritize risks affecting the region.

In accordance with the *CSPA, 2019*, the Plan maintains an Advisory Committee co-chaired by the City of Windsor's Human and Health Services Commissioner and the Director, Legislative & Legal Services for the County of Essex. The Advisory Committee includes partners from various sectors (Appendix B) including:

- health and mental health education;
- community and social services;
- community and custodial services for youth;
- municipalities;
- police and public safety; and
- business

The Advisory Committee will oversee the Plan's implementation, assist in resourcing elements of its implementation, develop partnerships to leverage community-funding opportunities, and develop action tables to define further and implement specific activities as described in the Plan.

The refreshed Plan's vision remains the same:

"A community where everyone feels safe, has a sense of belonging, equitable access to services and opportunities, and can have their needs met across Windsor and Essex County. "

Community members identified three key priorities during consultations: Engaged Communities, Safer Public Spaces, and Coordinated Systems.

### **1. Engaged Communities**

Goal: Empower residents of all ages and backgrounds to build meaningful connections, foster shared responsibility, and encourage community safety and well-being.

### **2. Safer Public Spaces**

Goal: Enhance the safety, accessibility, and inclusivity of public spaces by identifying local risks, implementing practical safety solutions, and fostering shared responsibility.

### **3. Coordinated Systems**

Goal: Strengthen community safety and well-being through coordinated, system-wide approaches that embed equity and collaborative planning into municipal services, community engagement, and frontline response.

Appendix A outlines each goal in the strategy and supports them with 14 mutually reinforcing initiatives and indicators. As a living document, the Plan will integrate the Ministry of the Solicitor General's performance management framework, which the Ministry plans to release in early 2026.

### **Risk Analysis:**

Developing a Community Safety & Well-Being Plan is a requirement under the CSPA, 2019. Failure to have a plan will put the City of Windsor and all seven lower tier county municipalities in a position of non-compliance under the Act.

Under the City of Windsor's Enterprise Risk Framework, Legislative & Regulatory Risk category, without ongoing funding, there will be moderate operational impacts due to initiatives that do not have the necessary resources for implementation.

### **Climate Change Risks**

#### **Climate Change Mitigation:**

N/A

#### **Climate Change Adaptation:**

N/A

### **Financial Matters:**

The City of Windsor and County of Essex contribute equally to the Plan's stewardship and implementation. There is no direct provincial funding for municipalities to implement Community Safety & Well-Being Plans. Windsor-Essex has successfully leveraged over \$4.4 million in senior-level government grants through strong partnerships with local police services and community partners. The approved gross budget for 2025 was \$226,030. The estimated cost for 2026 is \$254,000.

Administration continues to liaise with the Ontario Municipal Social Services Association (OMSSA) and the Association of Municipalities of Ontario (AMO) Community Safety & Well-Being tables for updates and will continue to apply to all related funding opportunities from senior levels of government and other sources that align with the Plan's goals, initiatives and actions.

## Consultations:

Stephen Lynn - Manager, Social Policy and Planning, City of Windsor  
Michael Davis – Financial Planning Administrator  
Jamelah Hersh - Senior Legal Counsel  
Dana Paladino – Commissioner of Human and Health Services, City of Windsor  
David Sundin – Director, Legislative & Legal Services, County of Essex  
Karel DeGraaf – Deputy Chief of Police, Windsor Police Service  
Mark Loucas - Superintendent – Essex County Detachment Commander, Ontario Provincial Police  
Jason Woods – Deputy Chief of Police, LaSalle Police Service

## Conclusion:

The refreshed Plan presents the second iteration of the Windsor Essex Community Safety & Well-Being Plan. It has been developed in accordance with provincial legislation and with guidance from area municipalities and community stakeholders to re-imagine addressing local crime and complex social issues through preventative and collective action. To achieve this goal, the Plan brings municipal governments, sector leaders, local service providers, community groups and individuals to identify, contextualize and prioritize local and regional risks.

The Plan utilizes the community's strengths, resources, and best practices to create proactive approaches to address identified local risks. The refreshed Plan serves as a living document that remains responsive, flexible, and forward-looking. It prioritizes immediate and preventative actions, going beyond legislative requirements, and establishes an adaptive framework that identifies regional and local priority risks, while promoting inclusion and collaboration.

## Approvals:

| Name           | Title                                                                       |
|----------------|-----------------------------------------------------------------------------|
| Stephen Lynn   | Manager, Social Policy & Planning                                           |
| Linda Higgins  | Manager, Intergovernmental Funding – Employment, Social and Health Services |
| Dana Paladino  | Commissioner, Human & Health Services (Acting)                              |
| Janice Guthrie | Commissioner, Finance & City Treasurer                                      |
| Ray Mensour    | Chief Administrative Officer                                                |

## Notifications:

| Name | Address | Email |
|------|---------|-------|
|      |         |       |

## Appendices:

- 1 Appendix A - Windsor Essex CSWB Plan 2026-2029
- 2 Appendix B - Windsor Essex CSWB Advisory Committee Member List

# WINDSOR ESSEX COMMUNITY SAFETY & WELL-BEING PLAN

2026 – 2029



Funding provided by



Community Services Standing Committee Meeting Agenda - Wednesday, November 5, 2025  
Page 43 of 82



WINDSOR ESSEX  
**COMMUNITY SAFETY  
& WELL-BEING PLAN**





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On behalf of the Windsor Essex Community Safety & Well-Being Plan Advisory Committee, we are pleased to present the second iteration of the Windsor Essex Community Safety & Well-Being Plan (2026–2029).

The first iteration (2022–2026) of the Plan was a collaborative, community-driven effort that leveraged local strengths, resources, and best practices to proactively address safety and well-being risks. It established a strong foundation for cross-sector collaboration and inspired initiatives that extended well beyond its original scope.

The process to update the Plan, referred to as the “Refresh”, has been guided by a shared commitment to reflection, learning, and growth. This refreshed version builds upon past successes, incorporates lessons learned, and adapts to the evolving needs of our community.

Recognizing that community safety and well-being is the shared responsibility of governments, organizations, and residents, the refreshed Plan

has been shaped by data and informed by a broad range of dedicated stakeholders across multiple sectors and lived experiences.

The refreshed Plan is designed to be a living document that is responsive, flexible, and forward-looking. It emphasizes both immediate and preventative actions, going beyond legislative requirements to establish an adaptive framework that identifies regional and local priority risks, while fostering inclusive collaboration and collective impact.

We extend our sincere thanks to all municipal and sector leaders, community organizations, and residents who contributed their time, insights, and expertise throughout this refresh planning process. Your ongoing engagement and partnership are vital as we continue working together toward our shared vision of a safe, healthy, and thriving Windsor Essex region.



**Dana Paladino**  
**Commissioner, Human & Health Services**

City of Windsor  
Co-Chair CSWB Plan Advisory Committee



**David Sundin**  
**Director, Legislative & Legal Services**

County of Essex  
Co-Chair CSWB Plan Advisory Committee



We would like to begin by acknowledging that the land on which the City of Windsor is located is the traditional territory of the Three Fires Confederacy of First Nations, which includes the Ojibwa, the Odawa, and the Potawatomie. The City of Windsor honours all First Nations, Inuit and Métis peoples and their valuable past and present contributions to this land.



We acknowledge the land on which the County of Essex is located is the traditional territory of the Three Fires Confederacy of First Nations, comprised of the Ojibway, Odawa and Potawatomie Peoples. We specifically recognize Caldwell First Nation and other First Nations which have provided significant historical and contemporary contributions to this region. We also value the contributions of all Original Peoples of Turtle Island, who have been living and working on this land from time immemorial.

## Our Vision

**“A community where everyone feels safe, has a sense of belonging, equitable access to services and opportunities, and can have their needs met across Windsor and Essex County.”**

This document presents the second iteration of the Windsor Essex Community Safety & Well-Being Plan. The regional Plan has been developed in accordance with provincial legislation and with guidance from area municipalities and community stakeholders to re-imagine how to address local crime and complex social issues through preventative and collective action. To achieve this goal, the Plan brings together municipal governments, sector leaders, local service providers, and local community groups and individuals to identify, contextualize and prioritize local and regional risks.



Building on a foundation of regional collaboration and recognizing that safety and well-being are shared responsibilities of all members of a community, the municipal leadership in the City of Windsor and County of Essex have come together to create a regionally focused plan that respects the unique identities and contextual needs of each area municipality. The City of Windsor and County of Essex will ensure the success of this multi-sectoral, community-based project. As champions of the Plan, area municipalities will assist in resourcing elements of its implementation, develop partnerships to leverage community-funding opportunities, and advocate to senior levels of government, when required.

Community members identified three key Community Safety and Well-Being (CSWB) priorities during consultations: Engaged Communities, Safer

Public Spaces, and Coordinated Systems.

Building upon the first iteration of the Plan as a collaborative, community-driven effort that leveraged existing strengths, resources and best practices to proactively address community risks, and laying the groundwork for strong cross-sector collaboration that supported initiatives extending beyond the original goals, the second iteration of the Plan will continue to build on strengths and partnerships, applying lessons learned and adapting to our community's evolving needs.

Ultimately, the Plan acknowledges that an ongoing process of issue identification and contextualization is necessary. The Plan is intended to act as a living document informed by continued collaboration and engagement with municipal, sector and community stakeholders as we work towards our vision of a safe and healthy region.



We are pleased to present the second iteration (2026–2029) “refresh” of the Windsor Essex Community Safety & Well-Being Plan (the “Plan”). This Plan builds on the successes and lessons learned from the implementation of the previous (2022–2026) Plan, and presents a refreshed approach that:

- **Is grounded in local data and community voice;**
- **Offers impactful and measurable directions;**
- **Is aligned with, supportive of, and complementary to other regional plans and initiatives, without duplicating efforts; and**
- **Extends available resources for maximal impact while remaining scaled to capacity**

## 2022–2026 Plan Review

The first Plan was approved by City and County Council in October and November 2021<sup>1</sup>, respectively, and was submitted to the Ministry of the Solicitor General for approval in December 2021. The Plan’s four regional priorities were Good Governance and Data, Engaged and Safe Communities, Mental Health and Substance Use Supports, and Financial Security and Economic Equity. The Plan’s original timeline was five years ending in December 2026; however, following its approval and submission, the province revised its legislation requiring municipalities to update their plans every four years.

Much has changed since the development of the initial Plan in 2021. The COVID-19 pandemic had profound social and economic impacts, inflationary increases in the costs of goods and services have increased financial strains, and significant housing shortages and rising housing costs have exacerbated vulnerability for many, all of which are correlated with increased use of substances and increased risks of adverse mental health. Despite these challenges, much was achieved in the initial Plan, as the highlights in Table 1 illustrate:

Table 1: Past Plan Highlights

### Priority 1: Good Governance and Data

- Instituted a cross-sectoral CSWB Advisory Committee (Regional Systems Leadership Table) to inform implementation and provide guidance on emerging safety and well-being issues.
- Championed diverse governance by including government representatives, partners from health and mental health, education, community and social services, community and custodial services for youth, municipalities, police and public safety, and business, and voices of underrepresented communities drawn from the Enhanced Sector Network.
- Connected to and leveraged existing strategies (e.g., Windsor-Essex Community Opioid and Substance Strategy) and established Action Tables (e.g., Regional Crime Prevention Council) as needed to inform key goals and initiatives.

<sup>1</sup> City of Windsor. (2021). CR522/2021 in *City Council Meeting Minutes, November 15, 2021*. Windsor, ON: City of Windsor.; County of Essex. (2021). 229–2021 in *Essex County Council Meeting Minutes, November 17, 2021*. Essex, ON: County of Essex. Community Services Standing Committee Meeting Agenda - Wednesday, November 5, 2025

## Priority 2: Engaged and Safe Communities

- Supported community initiatives and facilitated trainings, workshops, symposiums and community engagement events in collaboration with community leaders.
- Conducted a gap analysis and developed and distributed resource materials for individuals experiencing homelessness in with the County of Essex / Essex County Homelessness Hub and the City of Windsor's Housing Services / Housing Help Hub.
- Facilitated Neighbourhood Safety and Crime Prevention Walks in Windsor and all seven municipalities in the County of Essex with Police Service partners.
- Created a toolkit with St. Clair College, WE Spark and Police Service partners enabling local practitioners or residents to host Neighbourhood Safety and Crime Prevention Walks.
- Launched new and expanded initiatives with a three-year, \$2.9 million grant from Public Safety Canada, including an expansion of life skills programming to a youth supportive housing complex through a partnership with local, provincial and federal funding initiatives.
- Increased access to safe community spaces by identifying communities with limited or no access along with identifying cost investments for each space.

## Priority 3: Mental Health and Substance Use Supports

- Worked closely with Windsor Police Service, the Windsor Essex County Health Unit and the City of Windsor to identify shared objectives and expand the existing work of the Windsor-Essex Community Opioid & Substance Strategy (WECOSS).
- Assisted in securing a \$1.4 million Community Safety and Policing grant to create Substance Supports in Neighbourhoods Accessed through Police Partnerships (SSNAPP) which was responsible for creating and disseminating "neighbourhood safety plans" for four high-priority areas reaching over 1300 individuals, educational campaigns promoting existing mental health and substance use services, Windsor Police services, the *Good Samaritan Drug Overdose Act*, and destigmatization of substance use.
- Over 820 representatives from police services and local service providers across the region benefitted from relevant education and training opportunities about trauma-informed care, Crime Prevention Through Environmental Design (CPTED), de-escalation, addiction support and more.
- Helped continue and reprioritize safe and effective emergency mental health crisis response through Community Safety & Policing grants using policed teamed with mental health professionals.
- Supported collaborative local outreach events in partnership with Windsor Police Services, LaSalle Police Services and Ontario Provincial Police that led to improving visibility and community trust in emergency services with at-risk youth and residents.

## Priority 4: Financial Security and Economic Equity

- Conducted a social policy review of support services and identified the need to increase awareness, understanding and implementation of trauma informed principles in services and supports for those facing income insecurity and poverty.
- Consulted with the Windsor Regional Employment Network (WREN), as the Service System Manager for Employment Ontario's Integrated Employment Service System to effectively and efficiently use resources. The WREN and its 19 service providers operating out of approximately 30 locations across Windsor Essex are working directly with clients to find the most appropriate employment, training and apprenticeship opportunities. Other related successes include:
  - Support of the Better Jobs Ontario Program, which provides eligible unemployed individuals with up to \$35,000 in financial support for short-term training—2 years or less—in in-demand fields, helping them re-enter the workforce quickly.
  - Development and publication of a quarterly Labour Market Insights Report, which helps to understand the demographic shifts, labour market trends, and workforce development strategies within our region. Development of several publications including the Apprenticeship Guide, Better Jobs Ontario guide and Literacy and Basic Skills (LBS) guide.
  - Development and launch of a comprehensive training program for Employment Ontario staff including access to training for Cultural Awareness, Motivational Interviewing, Job Development for people with disabilities and Diversity, Equity and Inclusion.

### Refresh Rationale

The development of the first iteration of the Plan was a large, resource-intensive and highly detailed undertaking with extensive engagement and comprehensive data collection throughout the region. In alignment with legislation, and in order to maximize existing resources, conducting a refresh was a fiscally responsible and efficient solution, by using the initial Plan's comprehensive engagement and data collection as a strong foundation for the refreshed Plan.





In the early 2000s, calls for new approaches to understanding and addressing safety and well-being were heard across the province. Through consultations and data analysis completed by the Ministry of the Solicitor General and the Ontario Association of Chiefs of Police, it became clear that crime and social disorder trends were changing as first responder calls for service were increasingly related to non-criminal activity.<sup>2,3</sup> Recognizing that no single sector or skillset can address the complex and interconnected social challenges faced by Ontario communities (e.g., poverty, low educational attainment, access to affordable housing, substance use, etc.), the province developed the CSWB model.

The CSWB model rethinks traditional crime-centric safety interventions by moving towards collaborative multi-disciplinary approaches emphasizing prevention and social development.

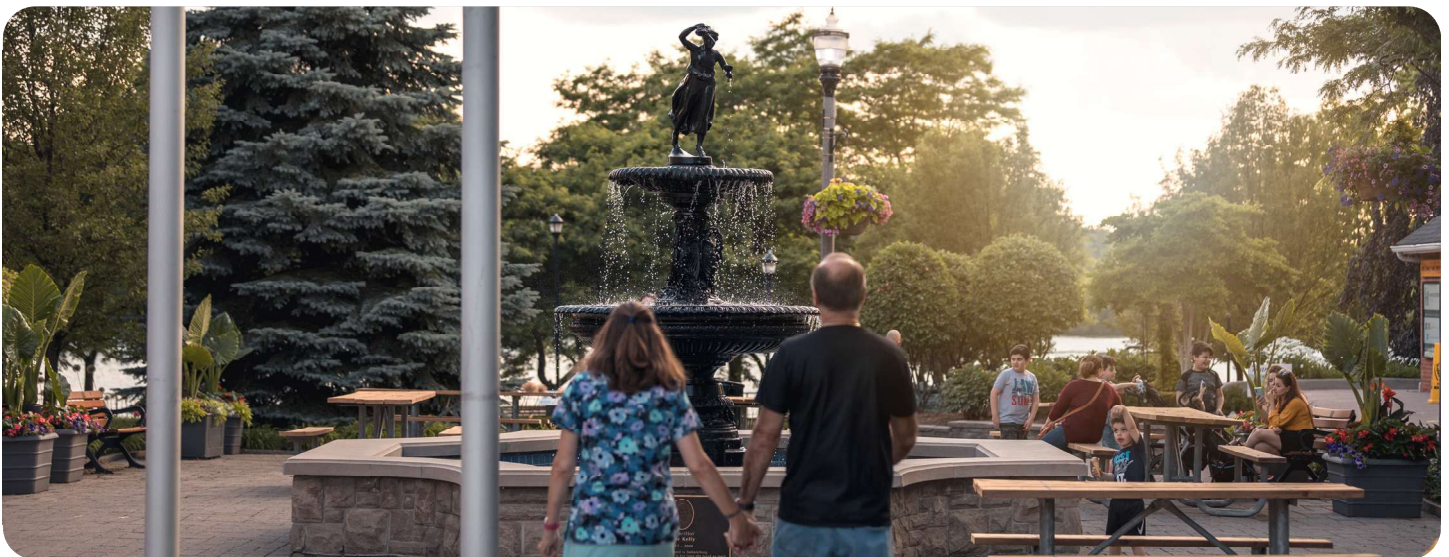
In 2018, the provincial government made amendments to the *Police Services Act*. These amendments mandated that every municipality in Ontario prepare and adopt a Community Safety and Well-Being Plan to comply with the *Police Services Act, 1990*; the *Safer Ontario Act, 2018*; and

the *Community Safety and Policing Act (CSPA), 2019*. Under the legislation, municipalities and First Nations exercised their discretion and flexibility to develop individual or joint plans with neighbouring municipalities.

In partnership with agencies and organizations from many sectors, the City of Windsor and the municipalities of the County of Essex chose to come together to create a regionally focused plan that leverages existing strengths, resources and best practices to establish proactive approaches to counter identified local risks.

The team developed the first iteration of the CSWB Plan in accordance with provincial requirements, using the CSWB Planning Framework created by the Ministry of the Solicitor General.

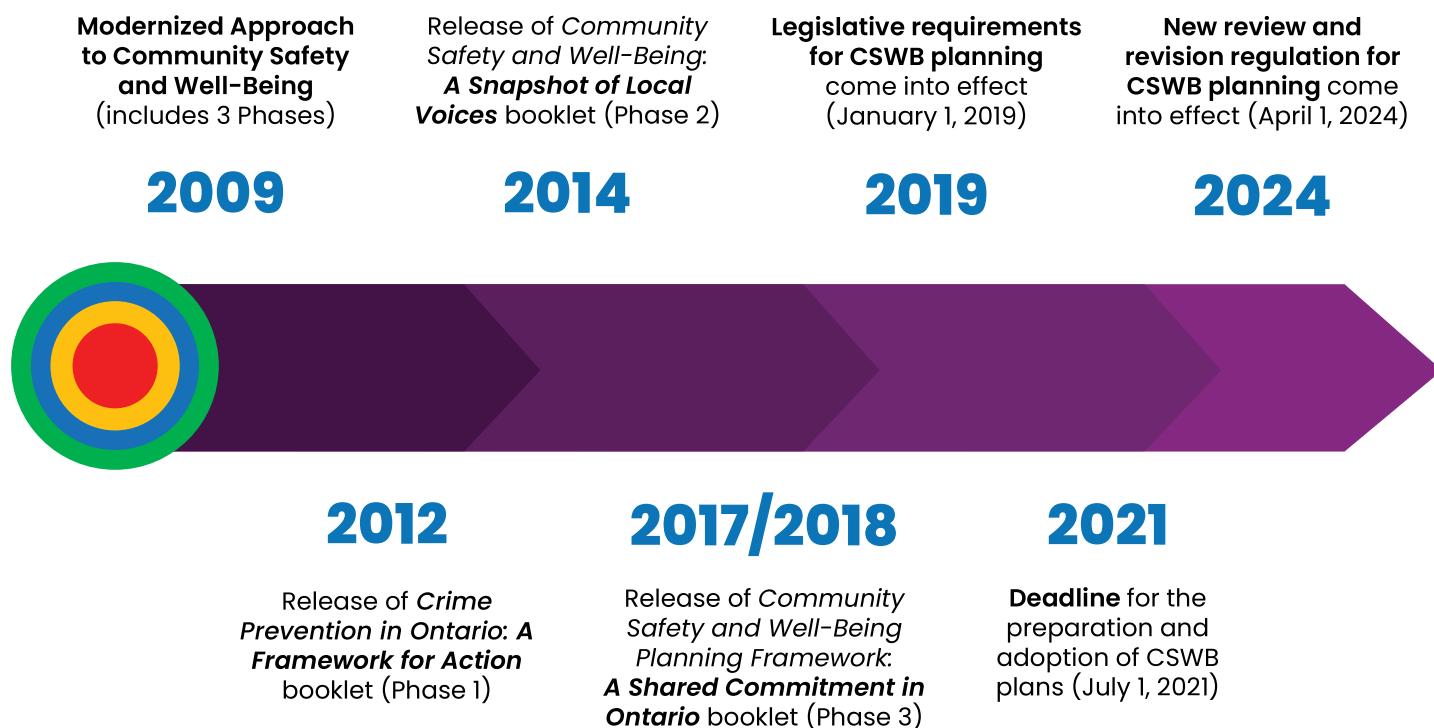
In April 2024, the province updated the legislative framework governing CSWB plans in Ontario. The updated legislation requires municipalities to revise their plans within four years of adoption, and every four years thereafter.



<sup>2</sup> Russell, H.C & Taylor, N.E. (2014). New directions in community safety: Consolidating lessons learned about risk and collaboration. Ontario Association of Chiefs of Police, Ontario Working Group on Collaborative, Risk Driven Community Safety. Ottawa, Ontario: Canadian Electronic Library, 2016.

<sup>3</sup> Ministry of the Solicitor General. (2016). Community safety and well-being planning framework: A shared commitment in Ontario. [online] Retrieved from: <https://www.mcscs.jus.gov.on.ca/english/Publications/MCSCSSOPanningFramework.html>

# Evolution of CSWB Planning in Ontario



Ontario 

## CSWB Legislation

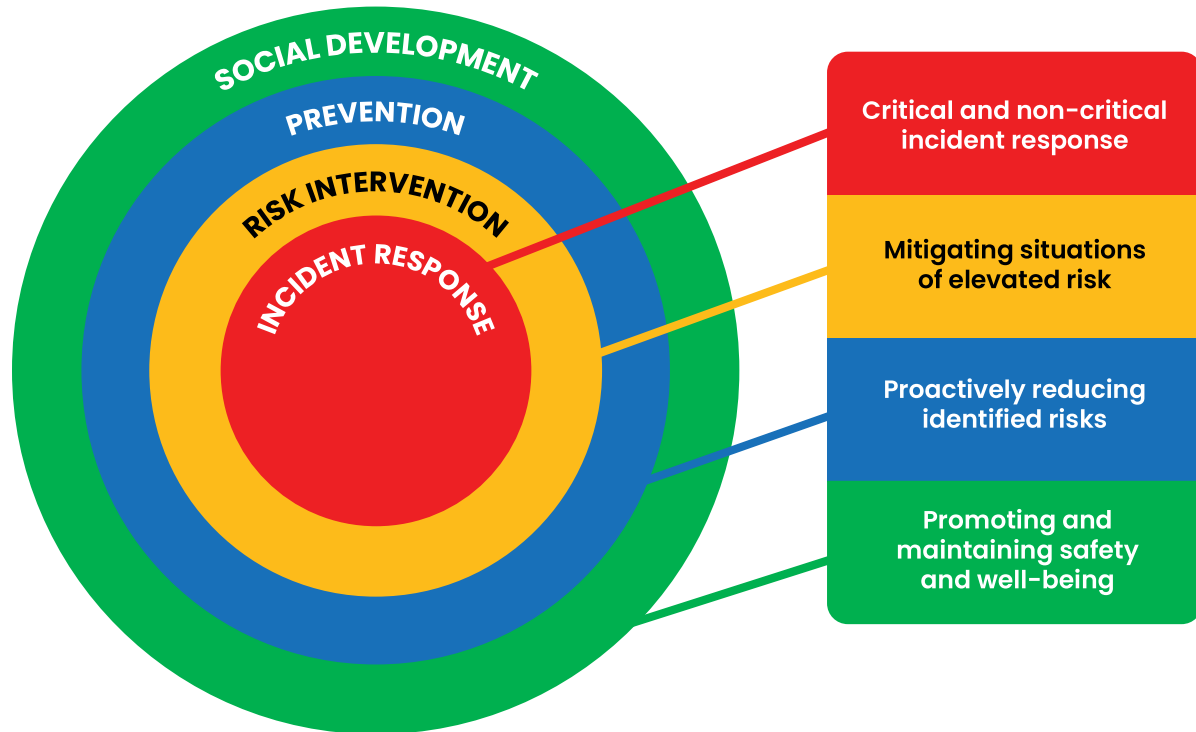
The CSPA legislates that municipalities consult their advisory committee, members of the public, and community organizations to create and renew CSWB plans. In addition, the CSPA instructs municipalities to use data related to crime, victimization, addiction, drug overdose, suicide, and other risk factors to identify needs and prioritize solutions. Risk factors may include systemic discrimination and other social factors. Municipalities then set local priorities related to risk factors, identify strategies, and measure progress toward outcomes.





## CSWB Planning Framework

The CSWB Planning Framework<sup>4</sup>, which forms the foundation of the previous and current Plan, promotes an integrated approach to service delivery through cross-sectoral collaboration to identify local risks to safety and well-being. Rather than focussing on incident response, the CSWB Planning Framework is proactive and preventative in nature, with an emphasis on social development, prevention and risk intervention.



**Social Development:** Social development requires long-term, multi-disciplinary efforts and investments to improve the social determinants of health and address longstanding systemic challenges. Planning in this area involves collaboration from a wide range of sectors and agencies and requires integrated and collective responses to address complex social issues.

**Prevention:** Prevention involves proactively implementing evidence-based strategies to reduce locally identified priority risks to community safety and well-being before they result in crime, victimization or harm. Prevention necessitates the involvement of all community members regardless of their expertise, as they can provide key information on their community experience (e.g., feelings of safety, fear, and sense of belonging).

**Risk Intervention:** Planning in this area involves addressing and responding to situations of acutely elevated risk of harm, or situations where immediate action is needed to prevent an emergency or crisis. Risk intervention requires multi-sectoral partnerships that commonly involve the provision of wrap-around supports.

**Incident Response:** Critical or non-critical incident response is what is traditionally thought of when referring to crime. Planning in this area commonly involves immediate and reactive responses and primarily involves emergency response services like police, fire, and emergency medical services.

<sup>4</sup> Ministry of the Solicitor General. (2024). Community safety and well-being planning framework: A shared commitment in Ontario. [online] Retrieved from: <https://www.ontario.ca/document/community-safety-and-well-being-planning-framework-booklet-3-shared-commitment-ontario/section-2-community-safety-and-well-being-planning>

## Impacts and CSWB Planning Benefits

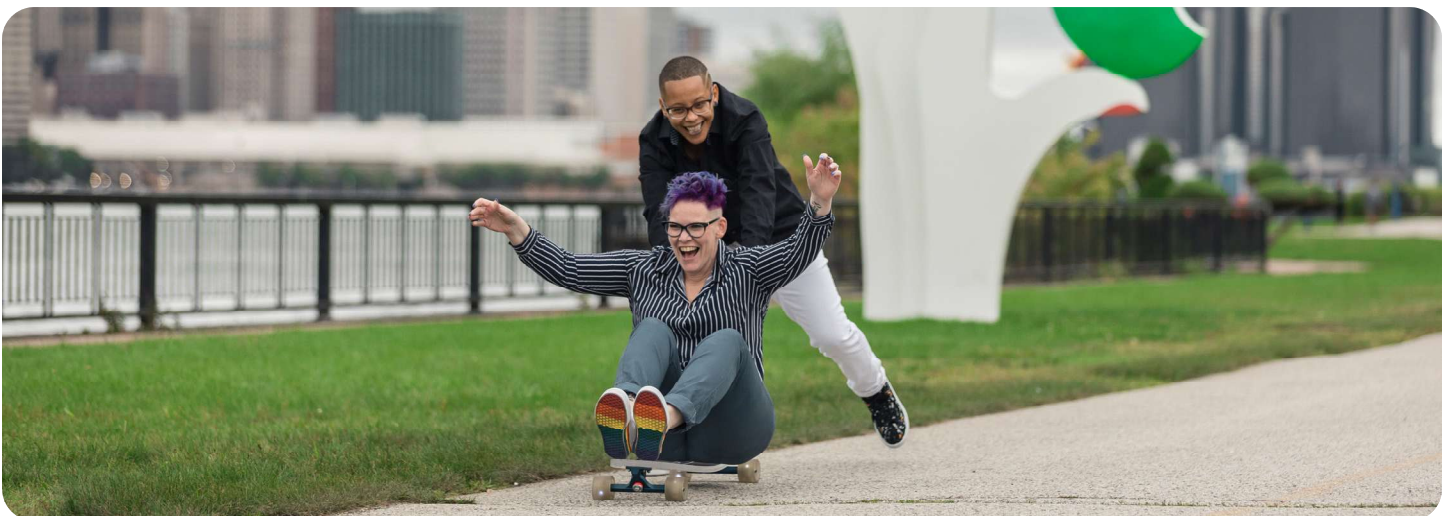
The Plan is designed to work across sectors to learn about and respond to local risks before they escalate into crime. The Ministry of the Solicitor General has identified several key benefits related to CSWB planning efforts, including:

- **Enhanced communication and collaboration among sectors;**
- **Increased understanding of and focus on priority risks, populations and/or neighbourhoods;**
- **Increased awareness and access to services; and**
- **New opportunities to share multi-sectoral data and evidence to identify community trends, gaps, priorities and successes.**

In addition to improving collaboration, research has shown that allocating resources to implementing strategies and programs that are proactive and focused on community-based prevention initiatives targeted at the root-causes of crime, not only reduces the financial burden of crime on society, but is also cost-effective and results in significant return on investments.<sup>5,6</sup>

Through an upstream approach, the collaboratively agreed-upon purpose of this Plan is to reduce the number of incidents that require enforcement by shifting to more proactive, preventative efforts that focus on social development, prevention, and risk intervention. Developing strategies that are preventative as opposed to reactive will ensure efficiency, effectiveness and sustainability of safety and well-being service delivery across Windsor Essex.

The Ministry of the Solicitor General is currently developing a CSWB Performance Measurement Framework (PMF) which will help to inform future planning, support evaluation of local CSWB plans, and provide an overview of planning at a provincial level. The PMF will focus on outcomes in the immediate term, intermediate term, and longer term. The PMF is targeted for completion in early 2026 and will support action planning at the local level.



<sup>5</sup> Public Safety Canada (2016). Tyler's Troubled Life: The story of one young man's path towards a life of crime. [Ottawa: ON]

<sup>6</sup> Russell, H.C & Taylor, N.E. (2014). New directions in community safety: Consolidating lessons learned about risk and collaboration. Ontario Association of Chiefs of Police, Ontario Working Group on Collaborative, Risk Driven Community Safety. Ottawa, Ontario: Canadian Electronic Library, 2016.

The process of refreshing the first iteration of the Plan was scoped to available resourcing but remained thorough. A comprehensive needs assessment and the facilitation of a community engagement strategy formed the foundation for the refresh process. The results of this process were detailed in an environmental scan report and supported the development of the refreshed Plan.

## Data

Data used to inform the first iteration of the Plan were updated where available as context for the current Plan refresh. Figure 1 offers broad regional highlights on changes since the last Plan.

Figure 1: Highlights from Data Review



### Demographics

Essex County is growing in population as well as changing in composition, with more seniors, newcomers, visibly diverse and Indigenous residents.



### Education

Education achievements have remained consistent in general. However, more 25–64-year-olds have secondary school diplomas and more students in grade 6 and 9 at or above EQAO provincial standards.



### Housing

More people are living in unsuitable housing, and rates of homelessness and chronically homeless continue to rise. More people are spending 30% or more of their income on housing.



### Mental Health and Substance Use

Demand for mental health supports remains high. There are more deaths from self-harm reported and Emergency Department (ED) visits for self-harm and opioid poisonings have increased. Opioid-related hospitalizations have also risen.



### Crime and Victimization

While overall there has been a reduction in crime severity and a reduction in drug, property and traffic crimes, rates of assaults, sexual assaults and violent crime have risen.



### Financial Security

More people are struggling to meet basic needs and levels of unemployment are high. Rates of low-income post COVID have risen. As the population ages, more residents will be leaving the labour market.



### Environment

With changes to climate, Windsor-Essex is seeing more air quality, cold and heat-related Emergency Department visits and more smog advisories.



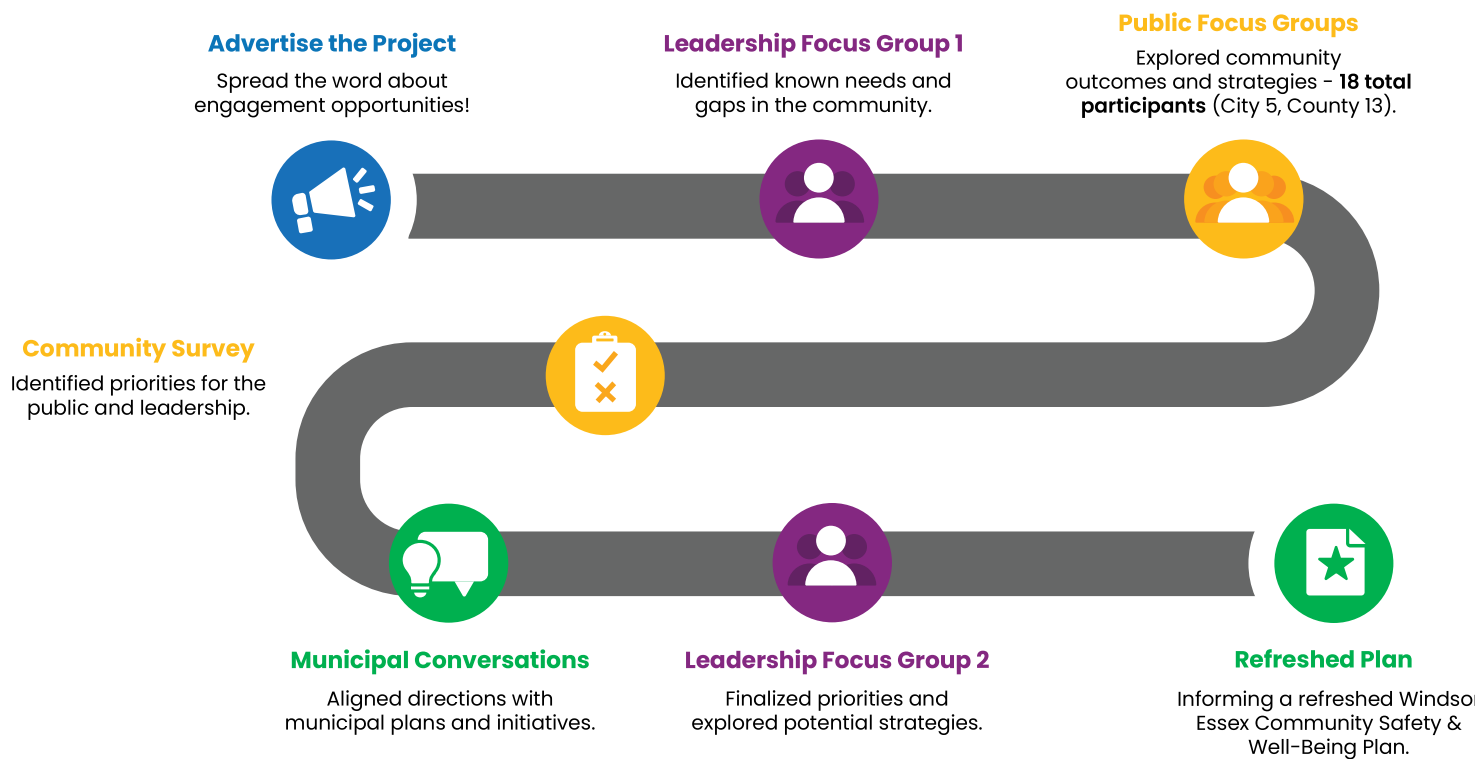
### Physical Health

More residents report being overweight or obese, not consuming enough fruits and vegetables, and not engaging in enough regular physical activity. Fewer households are food secure, and the cost of nutritious food has gone up.

# Engagement

Figure 2 illustrates the six-month refresh engagement strategy. This process included public consultation activities (focus groups and survey) that engaged 746 individuals across the city and county, as well as meetings with CSWB leadership members inclusive of community partners, members of the Regional Crime Prevention Council, and municipal representatives to help identify needs, priorities, and strategies, and to align with existing regional plans and initiatives. Engagements also captured voices of priority groups including youth, First Nations, Métis, and Inuit and racialized community members, and community organizations, including those representing mental health or addictions services.

Figure 2: Engagement Supporting Plan Refresh





Throughout the engagement with community members five broad goals emerged as most important to stakeholders.



**1**

### THE GOAL:

**Create safer public spaces and improve responses to community concerns**

*What this means to people:*

**Timely responses to safety concerns (e.g., Sandpoint Beach)**

**Addressing homelessness, drug use and crime**

**Making specific locations safer (downtown Windsor, county, etc.)**

**Opportunities for residents to share concerns and result in actions**

*"What role can the strategy play in identifying how our community feels about itself? How does the CSWB plan foster local pride? How do we talk about our challenges (i.e. high rates of child poverty, in a strategic way."*

*"Address mental health, substance use and create affordable housing. Please speak to the front line staff that work with these populations to get ideas on how to help."*

*"Improve public safety. Listen to the community and what is being asked for. Prioritize spending on programs/solutions that enhance public safety."*

*"We want to hear kids laughing and playing outside again."*



**2**

### THE GOAL:

**Make it easier for people to know about services and get the help they need when and where they need it**

*What this means to people:*

**Raising awareness of services**

**Improving service navigation**

**Ensuring equitable access to services**

**Recognizing the consequences of lack of services**

**Encouraging formal and informal resource sharing**

**Leadership taking action**

*"Even though we have community resources... those needing them find it difficult to navigate the system."*

*"People... fall through the cracks and end up in precarious housing, health or economic circumstances."*

*"It is important that the region works together to meet these goals. Without complete cooperation, these goals will not be achieved."*

*"Service delivery is one of the jobs of the municipality... if we are not aware of the services... the job is being done improperly."*



**3**

**THE GOAL:**

**Encourage families, neighbours, and local groups to help build community safety**

*What this means to people:*

**Residents are part of the solution but need education**

**Authorities alone are not enough**

**Helps build belonging as well as addressing crime concerns**

**Safety as foundational to community building**

*"We need a police presence and also strong community groups that advocate for our safety needs."*

*"Neighbours need to help each other feel safe in their communities, including emergency management."*

*"Many people in our community don't know enough about safety; it is important to encourage them to."*

*"Building safe and strong communities must come from the people who live in the community."*



**4**

**THE GOAL:**

**Promote opportunities for positive youth development**

*What this means to people:*

**Youth are the future and can contribute positively so need prevention and holistic supports**

**Youth need safe, accessible, inclusive community spaces**

**Some youth face greater challenges than others**

**Family supports can benefit communities**

*"If youth are central to our planning, many future problems will be reduced."*

*"Kids don't have anywhere to go or things to do, no 'third spaces' for them to hang out."*

*"A broad range of activities and services are needed to address this issue.... from youth clubs to a complete overhaul of mental health services."*

*"We need more opportunities for youth to engage in positive experiences and opportunities. There is not enough low barrier activities in our community for children and youth to engage in."*



## 5

### THE GOAL:

**Support neighbourhood events and programs that bring people together**

*What this means to people:*

**Builds social connection, belonging, community pride, and enhances neighbourhood safety, livability and vibrancy**

**Opportunities for accessible, inclusive fun, achieved through grassroots collaboration**

**Creating hyper-local opportunities that don't require travel**

*"Supporting neighborhood events... fosters community connections, boosts local businesses, and enhances a sense of belonging and civic pride."*

*"Neighbours would watch out for each other more if they knew each other." "I think bringing people together creates a sense of community and belonging."*

*"Grassroots neighbourhood change is a dramatically impactful change."*

*"The more community events that are accessible to everyone the more the community comes together and creates a safe environment for all."*

These broad goals, combined with feedback provided, were weighed with a number of other considerations to inform the creation of the refreshed Plan's pillars and activities.

## Considerations

### Lessons Learned

In revisiting the implementation of the initial Plan and strategizing for the refreshed Plan, consideration was given to building on successful strategies. Key takeaways in terms of optimizing what worked well and what was limiting included:

| Successful Strategies                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Things to Avoid                                                                                                                                                                                                                                                                                                                                              |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"><li>1. Building on trust-based partnerships and relationships.</li><li>2. Leveraging existing strengths and commitments to drive inclusive planning.</li><li>3. Aligning with broader community goals and plans.</li><li>4. Empowering community engagement and visibility.</li><li>5. Strengthening front-line collaboration to improve communications and build public trust.</li><li>6. Investing in specialized expertise.</li></ol> | <ol style="list-style-type: none"><li>1. Underestimating time and capacity demands. Overestimating available resources.</li><li>2. Having unclear authority and overlapping mandates.</li><li>3. Overly broad or complex goals.</li><li>4. Misalignment with prevention scope of the plan.</li><li>5. Ongoing engagement that cannot be sustained.</li></ol> |

## Legislative Changes

In addition to being guided by lessons learned, the refreshed Plan has also been informed by ongoing changes at the provincial level.

## Governance Structure

The advisory committee for the initial Plan, formerly known as the Regional Systems Leadership Table (RSLT) was comprised of local leaders from multiple sectors who were responsible for guiding the Plan's implementation. The City of Windsor's Commissioner of Human and Health Services, and the Director of Legislative and Legal Services from the County of Essex have acted and will continue to act as the Plan's Co-Chairs.

## Capacity

Capacity was another consideration in creating the refreshed Plan. The province has not provided direct funding to municipalities to implement

Community Safety & Well-Being Plans. At present, City and County Council equally contribute towards the Plan's implementation. In turn, this shared funding approach has provided the foundation for the millions of dollars of additional funding secured to support activities and required to maintain momentum and sustainability.

Administration successfully partnered with organizations and secured funding for our region in multiple CSWB priority areas. Since 2022, a total of \$4.4 million has been directly tied to primary activities for the Plan, including the City of Windsor receiving \$2.9 million over three years for the Building Safer Communities Fund, ending in 2026.

However, grants are not assured and can only support so many needed initiatives. As a result, the initial Plan was also actioned with the intention to expand reach and impact on existing budget through alignment with other plans and leveraging, repurposing and reimagining existing resources.







### Our Vision

**“A community where everyone feels safe, has a sense of belonging, equitable access to services and opportunities, and can have their needs met across Windsor and Essex County.”**

The Plan (2026–2029) is built on the following three key pillars.

Engaged **COMMUNITIES**

Safer public **SPACES**

Coordinated **SYSTEMS**

Table 2 provides a one-page summary of the pillars, goals, and activities in the 2026–2029 Plan, as they align with the Provincial CSWB Planning Framework.

Table 2: Plan Summary in Alignment with the CSWB Planning Framework

| Engaged Communities                                                                                                                                                                                                     |                    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| <b>GOAL: Empower residents of all ages and backgrounds to build meaningful connections, foster shared responsibility, and encourage community safety and well-being.</b>                                                |                    |
| CSWB Framework Alignment                                                                                                                                                                                                |                    |
| Develop Framework for Good Neighbour Program                                                                                                                                                                            | Social Development |
| Lead a Youth-Crime Prevention Working Group and Advisory Committee                                                                                                                                                      | Prevention         |
| Create a Community Safety Small Events Fund                                                                                                                                                                             | Social Development |
| Create, Support and Advertise a Community Safety Resource Hub                                                                                                                                                           | Social Development |
| Safer Public Spaces                                                                                                                                                                                                     |                    |
| <b>GOAL: Enhance the safety, accessibility, and inclusivity of public spaces by identifying local risks, implementing practical safety solutions, and fostering shared responsibility.</b>                              |                    |
| Support Expansion of Neighbourhood Watch Programming                                                                                                                                                                    | Social Development |
| Pilot Regional Community Safety Audits                                                                                                                                                                                  | Prevention         |
| Support Safe Needle Disposal and Wellness-Related Initiatives                                                                                                                                                           | Prevention         |
| Support Community Safety Considerations in Planning                                                                                                                                                                     | Prevention         |
| Support Early Interventions to Reduce Overall Service Need and Crisis Intervention                                                                                                                                      | Risk Intervention  |
| Support Safe and Effective Emergency Response to Those in Crisis                                                                                                                                                        | Incident Response  |
| Coordinated Systems                                                                                                                                                                                                     |                    |
| <b>GOAL: Strengthen community safety and well-being through coordinated, system-wide approaches that embed equity and collaborative planning into municipal services, community engagement, and frontline response.</b> |                    |
| Expand Regional Crime Prevention Council                                                                                                                                                                                | Social Development |
| Increase Awareness, Training and Capacity Building Related to Gender Based Violence (GBV) and Intimate Partner Violence (IPV)                                                                                           | Prevention         |
| Leverage and Expand Utilization of Trauma-Informed Training                                                                                                                                                             | Prevention         |
| Support Continued Development of the Situation Table                                                                                                                                                                    | Risk Intervention  |

## Governance

This Plan will include an advisory committee, formerly known as the Regional Systems Leadership Table, as described in the legislation, and will continue to adapt to updates set forth by the Ministry of the Solicitor General. The advisory committee will oversee the Plan's implementation and, upon recommendation, develop action tables to further define and implement specific activities as defined in the Plan. It is important to note that the advisory committee is not a Committee of Council.



**ACTION TABLES:** The CSWB Advisory Committee will identify and connect with existing tables/committees to lead implementation where appropriate. The CSWB Advisory Committee will be responsible for creating Action Tables on an as needed basis to fill any gaps. Action Tables will have representation from municipalities and sector experts.





## Alignment with Partners and Plans

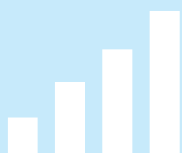
A wide range of regional and local plans and strategies were consulted to guide this work. At the regional level, this included but was not limited to *Home, Together: Windsor Essex Housing and Homelessness Master Plan*, *WECOSS: An Action Plan for Our Community*, *Provincial Policy Statement: Municipal Planning Standards, 2020*, and *Pathway to Potential: Windsor-Essex County Poverty Reduction Strategy 2024–2028*. Locally, reviews included police service strategic plans, the *Strengthen the Core – Downtown Windsor Revitalization Plan*, and municipal strategic plans from across the region. We also engaged with municipal departments and community partners, including but not limited to Planning, Housing, By-Law/Licensing, Parks, the Violence Against Women Coordinating Committee, the Windsor-Essex County Health Unit, and the Safety Village.

The following section provides additional plan details, including high level indicators.

### ENGAGED COMMUNITIES

**GOAL: Empower residents of all ages and backgrounds to build meaningful connections, foster shared responsibility, and encourage community safety and well-being.**

### POTENTIAL INDICATORS



**Change in sense of belonging**

**Number of people involved in plan activities**

#### Support Development of Framework for Good Neighbour Program

| Initiative Purpose and Description                                                                                                                                                                                                                                                                                                                                                                                                                                        | Connection to Goal                                                                                                                                                                    |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Good Neighbour initiatives aim to promote respectful, safe, and cooperative communities by encouraging responsible behaviour and awareness of local by-laws, promotion of solution-focussed discussion, concurrence on reasonable expectations, and a standardized complaint process. They can take many forms, and can also be used as a vehicle to correct misperceptions about the scope and role of existing services (e.g., harm reduction, homeless serving roles). | <p>Easily understood policy expectations alleviate conflict through shared understanding and expectation</p> <p>By-law enforcement can be facilitated to promote community safety</p> |

#### Lead a Youth-Crime Prevention Working Group and Advisory Committee

| Initiative Purpose and Description                                                                                                                                                                                                                                                                                                                                                      | Connection to Goal                                                                                                                                                                                                                       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| This initiative is designed to ensure youth crime prevention is a core component of the Plan. A Youth-Crime Prevention Working Group will be supported by a Youth Advisory Committee comprised of youth. The focus of the Youth Advisory and the Working Group will be to identify and action opportunities to enhance community safety through positive youth development initiatives. | <p>Lack of positive opportunities for youth engagement can lead to youth-related crime</p> <p>Encouraging and supporting youth to "have a voice" in the Plan aligns with legislation and empowers youth to be a part of the solution</p> |



## Create a Community Safety Small Events Fund

| Initiative Purpose and Description                                                                                                                                                                                                                                                                                                                                                                                                | Connection to Goal                                                                                                                                                             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| This initiative is designed to support grassroots, resident-led events that foster community connection, inclusion, and safety. By offering small grants to individuals, community groups, or neighbourhood associations to organize events that bring people together in public or shared spaces, the fund seeks to build linkages between community members with shared safety concerns and promote community safety resources. | <p>Provides regional access to resources responding to hyper-local needs</p> <p>Encourages residents to address, create and implement responses to local safety challenges</p> |

## Create, Support and Advertise a Community Safety Resource Hub

| Initiative Purpose and Description                                                                                                                                                                                                                                  | Connection to Goal                                                                                                                                                                                                  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| The purpose of this initiative is to support residents in building stronger, more connected communities by providing them with resources to learn about safety, build connection, understand their rights and responsibilities, and organize activities and events. | <p>Sharing of resources makes it easier for community members to become engaged in the community safety and well-being</p> <p>An interactive, one-stop source is scalable and can grow as resources are created</p> |



## SAFER PUBLIC SPACES

**GOAL: Enhance the safety, accessibility, and inclusivity of public spaces by identifying local risks, implementing practical safety solutions, and fostering shared responsibility.**

### POTENTIAL INDICATORS



Change in perceived safety

Number of programs/events created

Reductions of incidents requiring police response and intervention

### Support Expansion of Neighbourhood Watch Programming

| Initiative Purpose and Description                                                                                                                                                                                                                                                                                                                                                                                                      | Connection to Goal                                                                                                                                                    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Neighbourhood Watch Windsor is a community-driven crime prevention initiative where neighbours work together to improve local safety by keeping an eye out for one another and reporting any suspicious behaviour. Its goal is to lower crime rates by nurturing a sense of security and discouraging criminal activity. Although the program serves Windsor and Essex County, regional programs could benefit from additional support. | <p>Leverages existing resources to create safer places</p> <p>Engages more neighbourhoods across the region in crime prevention and the promotion of local safety</p> |

### Pilot Regional Community Safety Audits

| Initiative Purpose and Description                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Connection to Goal                                                                                                                                                |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| The purpose of the Community Safety Audits is to connect residents, municipal administration, and appropriate service providers to identify, prioritize and explore perceived "unsafe" public spaces and adjacent private spaces, to generate recommendations for improvements. The location of Community Safety Audits will be recommended by residents and stakeholders and supported by data. The Safety Audits will utilize Crime Prevention Through Environmental Design Principles. | <p>Increases community knowledge of safety and crime prevention and fosters shared responsibility</p> <p>Identifies safety improvements throughout the region</p> |

## Support Safe Needle Disposal and Wellness-Related Initiatives

| Initiative Purpose and Description                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Connection to Goal                                                                                                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|
| Sharps bins in high-risk areas are designed to prevent accidental punctures, cuts, and the spread of bloodborne pathogens by providing a designated, puncture-resistant container. Ongoing collaboration and data review with partners will optimize current and future sharps bin locations. This initiative will foster community partnerships and support harm reductive wellness-related activities and/or trainings to protect the community at large and vulnerable populations. | Creates safer public spaces by empowering residents with knowledge and decreasing the likelihood of encountering physical harm |

## Support Community Safety Considerations in Planning

| Initiative Purpose and Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Connection to Goal                                                                                                                        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|
| Supporting community safety concerns in municipal urban planning involves integrating design, policy, and community engagement strategies to create environments that are safe, inclusive, and resilient. Crime Prevention Through Environmental Design (CPTED) is one strategy, when applied to planning, that helps build community safety at a foundational level. This policy-rooted initiative aims to support a proactive approach to safety in development by providing a framework and/or training to municipal staff and other local providers about CPTED and related frameworks, and how to assess a new development through a CPTED lens. This initiative will explore the feasibility of embedding the highest standard safety considerations in municipal planning practices. | <p>Creates safer public spaces through CPTED principles</p> <p>Moves communities in the direction of consistent high safety standards</p> |



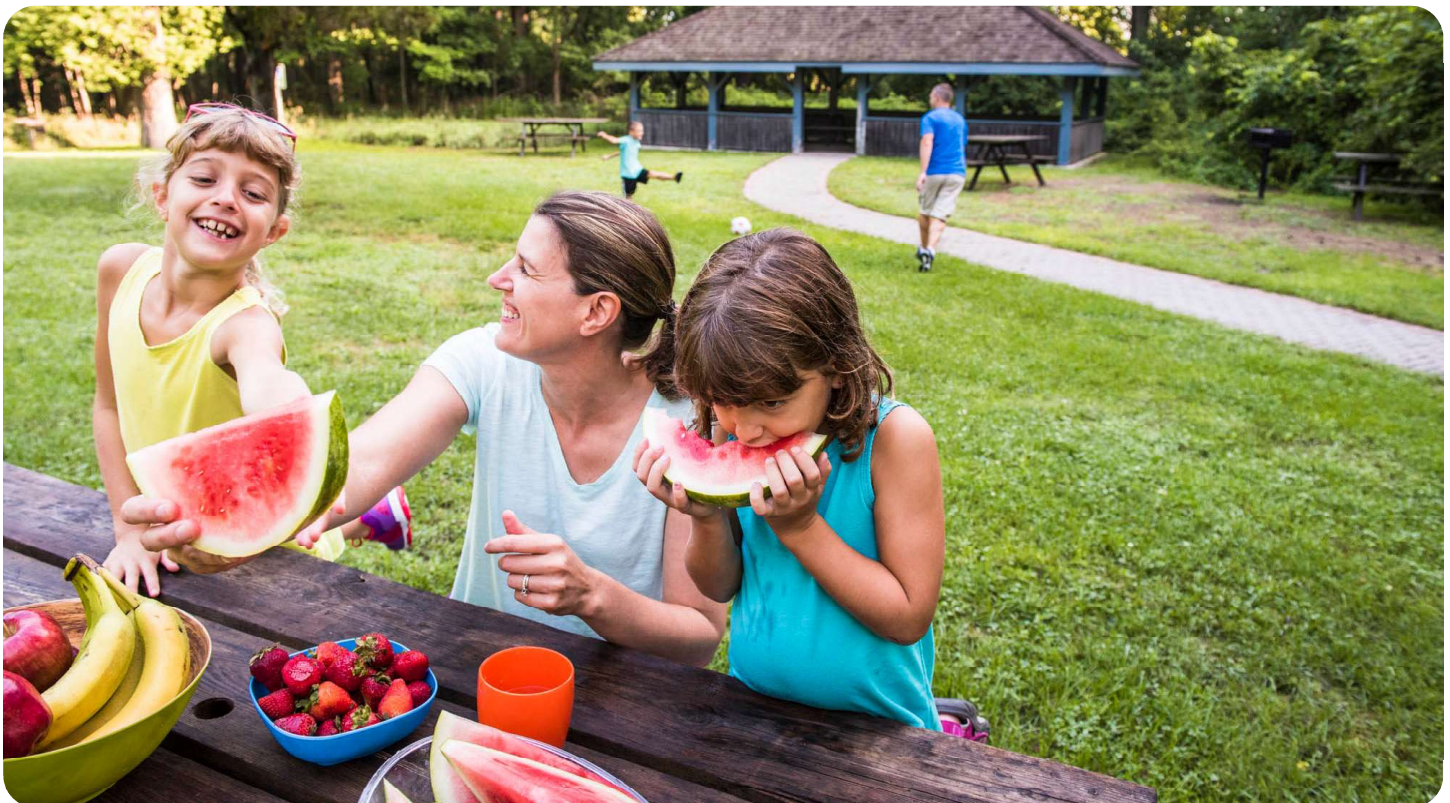


## Support Early Interventions to Reduce Overall Service Need and Crisis Intervention

| Initiative Purpose and Description                                                                                                                                                                               | Connection to Goal                                                                           |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|
| Promote de-stigmatization of mental health and addiction issues and raise awareness of existing supports to promote early intervention and overall well-being through the development of Community Safety Plans. | Creates safer public spaces through promotion of existing supports and tailored safety plans |

## Support Safe and Effective Emergency Response to Those in Crisis

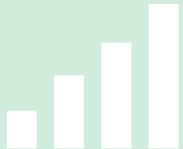
| Initiative Purpose and Description                                                                                                                                                                 | Connection to Goal                                           |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|
| Expand and strengthen programs that leverage crisis response teams that include both police and mental health workers (e.g., Youth Crisis Response Team, Mobile Crisis Rapid Response Team, etc.). | Increases community safety through immediate crisis response |



## COORDINATED SYSTEMS

**GOAL: Strengthen community safety and well-being through coordinated, system-wide approaches that embed equity and collaborative planning into municipal services, community engagement, and frontline response.**

### POTENTIAL INDICATORS



**Number of coordination activities in progress/completed**

**Number of services (municipal and community) with access to coordination activities**

#### Expand Regional Crime Prevention Council

| Initiative Purpose and Description                                                                                                                                                                                                                                                                                                                                        | Connection to Goal                                                                                                                                                                 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| The purpose of the Council is to act as a resource by providing data, expert guidance and recommendations to proactively address current and emerging broad-based community safety concerns. Regional members may include but are not limited to: police, municipal administration (Housing, Public Works, By-Law, Licencing, Parks, WECHU/WECOSS) and service providers. | <p>Creates opportunities for expert advice on community safety and wellbeing issues</p> <p>Establishes pathways for current issues to be shared throughout Plan implementation</p> |

#### Leverage and Expand Utilization of Trauma-Informed Training

| Initiative Purpose and Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Connection to Goal                                                                                                                                                                                                                       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Trauma-informed training enhances both community safety and the delivery of inclusive, equitable services and care by equipping individuals and organizations to recognize and respond to the effects of trauma with empathy, respect, and cultural awareness. This approach reduces the risk of re-traumatization, de-escalates potentially volatile situations, and fosters trust between service providers and community members—especially those from marginalized or historically underserved groups. Efforts will continue to build on the foundation of providing trauma-informed training to municipal administration and community services providers. | <p>Addresses identified need for universally accessible and responsive services</p> <p>Offers a foundation for delivering services that are optimized for future community needs, with a focus on preventing crime and victimization</p> |

## Increase Awareness, Training and Capacity Building Related to GBV/IPV

| Initiative Purpose and Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Connection to Goal                                                                                                                                                                                                          |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>With gender-based violence (GBV) and intimate partner violence (IPV) declared an epidemic across Windsor Essex County and an identified priority, municipal and community service providers require the skills and knowledge to respond effectively and inclusively. Expanding partnerships with local initiatives such as the Violence Against Women Coordinating Committee Windsor Essex (VAWCCWE) will strengthen awareness and community capacity. Training and educational opportunities will be available for regional municipal and community providers, building their ability to identify, respond to, and make appropriate referrals for clients experiencing GBV/IPV. Capacity building will continue through the identification and sharing of additional educational opportunities, including those targeted at responding to the unique needs of diverse communities experiencing GBV/IPV, and by increasing awareness of GBV/IPV services across the region.</p> | <p>Aligns with declaration of IPV epidemic, creating opportunities for action</p> <p>Ensures system leaders have the knowledge, skills, and ability to deliver policies and services that are responsive to GBV and IPV</p> |

## Support Continued Development of the Situation Table

| Initiative Purpose and Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Connection to Goal                                                                                                                                                                                                                                                                        |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>The Windsor &amp; Essex County Situation Table's focus aligns with the broader notion of enhancing community safety and well-being. The Situation Table was established in response to a recognized need to coordinate resources and services to better serve community members with more complex needs. The purpose of the Situation Table is to bring together diverse front-line service providers across Windsor and Essex County, to collaboratively mobilize appropriate short-term community services. Support will be provided to encourage collaboration, strengthen inter-agency and community relationships, and build trust and respect between community service providers.</p> | <p>Responds to situations of acutely elevated risk before a crisis occurs</p> <p>Develops collaborative, multi-disciplinary interventions</p> <p>Promotes opportunities to enhance community planning (i.e. opportunities, barriers, recommendations, post-intervention satisfaction)</p> |



The Plan represents the second iteration of a process toward community safety and well-being that must involve residents, municipal and sector leaders, and collaborators from various backgrounds and levels of experience. In keeping with the living document approach, the CSWB Advisory Committee will reflect upon, incorporate and utilize lessons learned during the implementation process.

Community members, local leaders, and subject matter experts consistently emphasized that the approaches used to understand regional priorities and guide decisions were just as important as the actions themselves. This feedback informed the development of the following implementation principles in the Plan's first iteration that will continue to guide our understanding of identified priorities, and our work towards change within each area of focus.

**Representation and Inclusion:** Due to intersectionality, the complex social challenges faced by the region impact historically underrepresented communities more deeply than others. The path forward must include and support representative voices and those with diverse lived experiences at both the decision-making and partnership levels.

**Collective Action:** Committees, agencies and groups across multiple sectors are already working tirelessly to address the complex social challenges facing our region. Working in partnership with existing organizations to leverage, support or build upon the strengths and assets of our communities is a fundamental key to success.

**Community Engagement:** Everyone has a role to play in the safety and well-being of our communities. Actions to mitigate the physical, financial and linguistic barriers to participation that some community members may experience are vital to support meaningful participation. These actions include utilizing engagement approaches that help reduce barriers to participation, provide community members with opportunities to provide meaningful input, and track progress.

**Data & Evaluation:** Data and evidence-based strategies are critical for effective collective action, advocacy and resource allocation. Partners collaborate to share and analyze cross-sector data, recognize the need to address data gaps, and evaluate progress on identified initiatives and activities, making their involvement vital to the process. While writing this Plan, the province actively worked on creating a performance measurement

framework (PMF) for community safety and well-being planning. The purpose of the PMF is to provide a method for municipalities and partners to evaluate the success of local plans while offering a window into planning at the provincial level. The Plan's initiatives were intentionally aligned with the projected PMF outcomes, despite the province not having formally launched the PMF. The anticipated completion date of the PMF is early 2026. Plan activities will be accompanied by logic models detailing outcomes, outputs, inputs, and indicators related to each activity, which are in line with best practices identified by the Ministry.

**Sustainable Funding:** Establishing sustainable funding for the CSWB goals and initiatives will be a key principle of implementation. Building on the success of securing funding during the first cycle of the plan, identifying and pursuing additional funding opportunities will be essential to sustaining its ongoing impact. All funding and financing sources will need to be explored as part of every initiative, as there may be options for federal, provincial or community partner funding beyond investment by Windsor and the Essex County municipalities.



**Community Safety and Well-Being:** the ideal state of a sustainable community where everyone feels safe, has a sense of belonging, opportunities to participate, and where individuals and families are able to meet their needs for education, health care, food, housing, income, and social and cultural expression.

**Social Determinants of Health:** the conditions in which people are born, grow, work, live, and age, and the wider set of forces and systems shaping the conditions of daily life. These are protective factors of health and well-being, including access to income, education, employment and job security, safe and healthy working conditions, early childhood development, food security, quality housing, social inclusion, cohesive social safety network, health services, and equal access to all of the qualities, conditions and benefits of life without regard to any socio-demographic differences. The social determinants of health are the same factors which affect individual, family and community safety and well-being.

**Risk Factors:** characteristics, conditions or influences present in the lives of individuals, families, communities or society that may increase social disorder, crime and fear of crime, or the likelihood of victimization.

**Protective Factors:** positive characteristics or conditions that can moderate the negative effects of risk factors and foster healthier individuals, families and communities, thereby increasing personal and/or community safety and well-being.

**Priority Populations:** in alignment with feedback from community members and subject matter experts, the term priority population is being used to describe communities and groups who due to social, systemic, structural or historical factors have increased susceptibility to adverse risk factors. In the context of this project, identified priority populations include but are not limited to Indigenous communities, racialized communities, 2SLGBTQ+ folk, accessibility communities, youth, newcomers, seniors, persons with lived or living experience of homelessness, and persons with lived or living experience of substance use.

**Crime Prevention:** the anticipation, recognition and appraisal of a crime risk and the actions taken – including the integrated community leadership required – to remove or reduce it.

**Acutely Elevated Risk:** a situation negatively affecting the health or safety of an individual, family, or specific group of people where there is a high probability of imminent and significant harm to self or others (e.g., offending or being victimized, lapsing on a treatment plan, overt mental health crisis situation, etc.). In these situations, agencies and organizations may be permitted in legislation to share personal information in order to prevent imminent harm. This often involves circumstances that indicate an extremely high probability of the occurrence of victimization from crime or social disorder, where left unattended, such situations will require targeted enforcement or other emergency, incident response.



# ACKNOWLEDGEMENTS

The development of the Windsor Essex Community Safety & Well-Being Plan was a collaborative effort led by Creative Momentum Consulting in collaboration with the Project Team from the City of Windsor and the County of Essex.

## Project Team Members

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**Dana Paladino**

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**David Sundin**

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**Stephen Lynn**

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**Michelle Oake**

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**Amanda Alchin**

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## Creative Momentum Consulting Team Members

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**Julie Fraser, Creative Momentum Consulting**

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**Allison Prieur, Dare Impact Consulting**

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We would like to offer our sincere thanks to the over 746 stakeholders and Windsor Essex residents for their time and valuable input into the Plan through virtual engagements, small group discussions, and surveys. We greatly appreciate your trust, guidance and support.

Importantly, we would like to thank all of the members of the Community Safety and Well-Being Plan Advisory Committee, especially those with lived experience for their direction and insights throughout the planning process.

Our thanks also extends to Tourism Windsor Essex Pelee Island for providing the photographs used throughout this document.





WINDSOR ESSEX  
**COMMUNITY SAFETY  
& WELL-BEING PLAN**

FUNDING PROVIDED BY



Community Services Standing Committee Meeting Agenda - Wednesday, November 5, 2025

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## Appendix B

| Windsor Essex Community Safety & Well-Being Advisory Committee<br>Membership List |                                              |
|-----------------------------------------------------------------------------------|----------------------------------------------|
| Name                                                                              | Organization                                 |
| 1 Dana Paladino (City Chair)                                                      | City of Windsor                              |
| 2 David Sundin (County Chair)                                                     | County of Essex                              |
| 3 Jeanie Diamond-Francis                                                          | County of Essex                              |
| 4 Jason Woods                                                                     | LaSalle Police                               |
| 5 Eric Nadalin                                                                    | Windsor-Essex County Health Unit             |
| 6 Bill Marra                                                                      | Hôtel-Dieu Grace Healthcare                  |
| 7 Karel DeGraaf                                                                   | Windsor Police Service                       |
| 8 Kevin Blondin                                                                   | Pozitive Pathways                            |
| 9 Caroline Warkentin                                                              | South Essex Community Council                |
| 10 Mark Loucas                                                                    | Ontario Provincial Police                    |
| 11 Ciara Holmes                                                                   | Family Services Windsor-Essex                |
| 12 Debi Croucher                                                                  | Representative of ESN/PLE                    |
| 13 Brian Cyncora                                                                  | Representative of ESN/PLE                    |
| 14 Kate Gibb                                                                      | Representative of ESN/PLE                    |
| 15 Wendi Nicholson                                                                | Representative of ESN/PLE                    |
| 16 Nicole Sbrocca                                                                 | Canadian Mental Health Association           |
| 17 Amy LoFazo                                                                     | Windsor Essex Catholic District School Board |
| 18 Leonardo Gil                                                                   | Windsor Essex Children's Aid Society         |
| 19 Crystal Meloche                                                                | LaSalle Police Service Board                 |
| 20 Norma Coleman                                                                  | Windsor Police Service Board                 |

NOTE: Project Team Members from the City of Windsor (Michelle Oake, Stephen Lynn & Amanada Alchin) are not voting members.

**Subject: Windsor Essex Housing Connections (WEHC) - Integrated Support Team (IST) Program Update (CITY WIDE)**

**Reference:**

Date to Council: November 5, 2025  
Author: Whitney Kitchen  
Supervisor, Housing First  
519 255 5200 ext. 5276  
wkitchen@citywindsor.ca  
Housing and Children's Services  
Report Date: 10/20/2025  
Clerk's File #: GH/11710

**To:** Mayor and Members of City Council

**Recommendation:**

**THAT** City Council **RECEIVE** the report titled "Windsor Essex Housing Connections (WEHC) - Housing First Integrated Support Team (IST) Program Update" for information.

**Background:**

The Windsor-Essex Housing Connections (WEHC) program was created in 2015 as a response to changing federal program requirements for communities to adopt a Housing First approach under the Homelessness Partnering Strategy later named Reaching Home: Canada's Homelessness Strategy.

On April 1, 2025, the City of Windsor assumed operational leadership of the Windsor Essex Housing Connections, Housing First Integrated Support Team (IST), which includes nine full-time L543 social workers and one full-time NU Supervisor. This report is provided as an update to Council on the success of the program within its first 6 months of operation.

**Discussion:**

The commencement of the IST team marked a strategic shift toward post-housing support for individuals exiting homelessness. Recognizing that Housing Workers are already embedded within funded emergency shelters (e.g. Downtown Mission, Welcome Centre Shelter for Women and Families, Salvation Army, Essex County Emergency Shelter Program), as well at the Homelessness & Housing Help Hub (H4)

and Essex County Homelessness Hub (ECH2) site, the IST program now focuses on housing stability, connecting individuals to supports and fosters community integration while avoiding duplication and enhancing service coordination.

The vision for the IST program going forward is to:

- Increase staffing ratios to meet increased demand;
- Advance trauma-informed practices to support deeper client engagement;
- Enhance data tracking & outcomes; and
- Increase the City's understanding of the housing, health and social support resources required for participant stability.

## **Demographics**

As of the current reporting period, the IST program is supporting a total of 112 participants. Of those currently supported:

- Approximately 70 percent are male, and 30 percent are female;
- The average age of participants is 43 years old;
- Forty percent reside in the Glengarry neighbourhood, five percent reside in the County of Essex, and the remaining 55 percent are distributed across other areas of the City of Windsor.
- Nearly all participants are in receipt of some form of social assistance as their primary source of income (i.e. OW, ODSP, OAS, CPP).

The team continues to receive referrals, assesses for eligibility and intakes participants who meet the program requirements.

## **Program Philosophy**

The program focuses on addressing the root causes of chronic homelessness using a trauma-informed and person-centered approach. Individuals supported by IST have typically experienced prolonged and profound life instability. Many are navigating complex challenges related to mental health and substance use and often demonstrate significant deficits in essential life skills such as communication, self-regulation, and daily living skills. In addition, their behaviours frequently reflect the long-term impacts of adverse childhood experiences (ACEs) and unresolved trauma. The IST model is designed to meet these individuals where they are, providing intensive, wraparound support that prioritizes safety, trust, and consistency. By focusing on the underlying drivers of chronic homelessness. The program aims to foster long-term stability, improve overall well-being, and reduce reliance on crisis-driven systems of care.

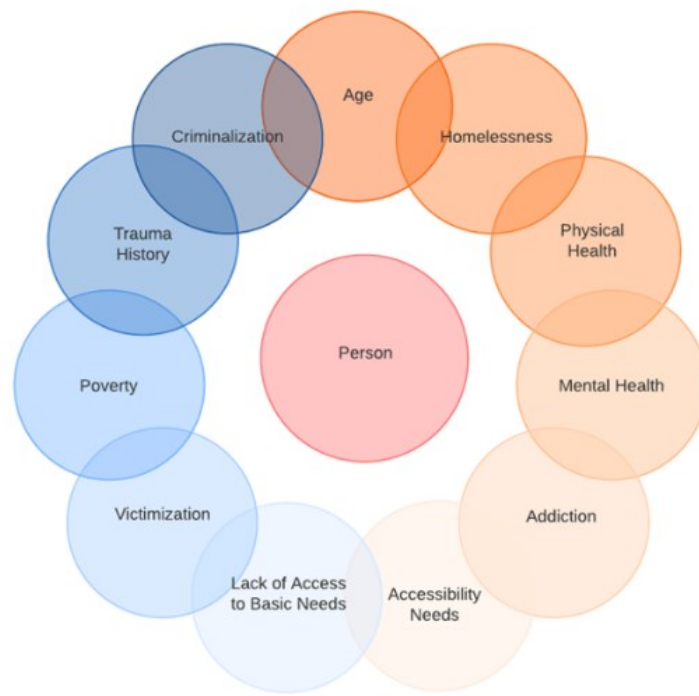


Figure 1: Intersectionality of WEHC-IST Participants

## Training & Staff Development

The team of registered Bachelor and Masters level social workers has consistently engaged in ongoing professional development to enhance their clinical competencies to better support individuals with complex needs. Regular training sessions have focused on relevant key areas, including understanding codependency and establishing healthy boundaries, the impact of adverse childhood experiences (ACEs), and distinguishing between drug-induced psychosis and schizophrenia.

Staff have also received education on the *Mental Health Act* and the protocols surrounding involuntary treatment, strategies for overcoming avoidance behaviours, the application of polyvagal theory in trauma-informed care and conducting risk assessments related to potential harm to self and others. In addition to formal training, each staff member participates in monthly clinical supervision meetings to review participant progress, reflect on practice, and strategize alternative approaches to address underlying needs. Several of these training sessions have also been offered to other homelessness service providers funded by the City of Windsor, contributing to enhanced clinical knowledge, skills development and capacity building across the sector.

These training sessions and supervision practices are essential to equipping our team with the specialized knowledge and tools required to deliver responsive, evidence-based support. This level of expertise is not inherently acquired through standard social work education. These trainings reflect therapy-level skills, intentionally provided to frontline staff to embed informal therapeutic techniques into their daily practice. Without

these enhanced skills, staff would be limited solely to addressing surface layer challenges faced by participants (ex. food insecurity, identification replacement, etc.).

Continued education is not only vital for deepening clinical capacity, but also a professional requirement for maintaining registration with the Ontario College of Social Workers and Social Service Workers. This commitment to learning ensures that both participants and staff grow in skill acquisition, enabling deeper, more informed interventions that are critical to the success of a truly specialized program.

## Program Outcomes

The program, although still in its infancy, has seen several meaningful successes that reflect progress in increased stability, health, and personal development. Table 1 below highlights some of the notable successes achieved to date.

| Program Performance Indicators                                                   | # of participants | % of participants |
|----------------------------------------------------------------------------------|-------------------|-------------------|
| <b>Building Self Awareness</b>                                                   |                   |                   |
| Engaging in Open Dialogue About Readiness for Change                             | 60                | 54%               |
| Identifying Personal Triggers and Behaviour Patterns                             | 53                | 47%               |
| Collaborating with External Agencies to Enhance Care                             | 64                | 57%               |
| <b>Comprehensive Health Needs</b>                                                |                   |                   |
| Receiving Ongoing Wound Care                                                     | 7                 | 6%                |
| Accessing Shelter Health                                                         | 18                | 16%               |
| Attending and Participating in Medical Specialist Appts.                         | 39                | 35%               |
| Initiating Addiction Treatment (Suboxone, Methadone)                             | 18                | 16%               |
| Demonstrating Reduction in Substance Use                                         | 27                | 24%               |
| Accessing Psychiatric or Mental Health Services                                  | 23                | 21%               |
| Adhering to Prescribed Psychiatric Medications                                   | 19                | 17%               |
| <b>Legal and Identification</b>                                                  |                   |                   |
| Actively Participating in Criminal Court Matters                                 | 23                | 21%               |
| Replacing or Obtaining Personal Identification                                   | 28                | 25%               |
| <b>Daily Living and Basic Needs</b>                                              |                   |                   |
| Improving Personal Hygiene                                                       | 27                | 24%               |
| Accessing Transit                                                                | 23                | 21%               |
| Improving Access to Food Security                                                | 42                | 38%               |
| <b>Housing Stability</b>                                                         |                   |                   |
| Increasing Shelter Utilization After Sleeping Outdoors                           | 4                 | 4%                |
| Preventing or Delaying Eviction                                                  | 12                | 11%               |
| Experiencing Formal Eviction that leads to Homelessness                          | 5                 | 4%                |
| <b>Education and Employment</b>                                                  |                   |                   |
| Engaging with Employment and Training Services (Part-Time Work, Job Preparation) | 16                | 14%               |
| Applying for or Attending Educational Programs                                   | 8                 | 7%                |

Table 1: WEHC – IST Program Scorecard April 1 – September 30, 2025

**Note:** Not all performance indicators detailed above are applicable to every participant. Additionally, some participants required three months of engagement to build sufficient trust with staff to begin working on more vulnerable goals. While the majority have demonstrated significant progress, a small proportion, approximately 4%, have experienced increased instability, including higher-risk substance use and engagement in lifestyles associated with violence. These challenges highlight the complexity of supporting individuals with deep-rooted trauma and co-occurring disorders, and reinforce the need for sustained, adaptive clinical interventions.

## **Future Direction**

The WEHC-IST program remains committed to continuous development and collaboration. As part of our ongoing efforts, we are introducing enhanced training modules focused on emotional regulation, best practices for supporting individuals with personality disorders, and updated addiction protocols.

Administration continues to foster strong partnerships with the School of Social Work, which has proven mutually beneficial. To date, six (6) social work students have shadowed the program to complete their field practicum hours, and staff have contributed as guest lecturers, sharing frontline insights promoting integrated learning.

In addition, administrative and front-line staff maintain active ongoing collaborations with Windsor Police, Windsor Essex Community Housing Corporation and other social housing providers, Windsor Regional Hospital, and other community partners. These partnerships are essential to delivering coordinated, person-centered care while improving outcomes for the vulnerable populations we mutually support.

## **Risk Analysis:**

There is no associated risk with bringing this report to Council for information.

## **Climate Change Risks**

### **Climate Change Mitigation:**

N/A

### **Climate Change Adaptation:**

N/A

## **Financial Matters:**

The staffing and program expense budget for the Housing First Integrated Support Team is \$1,096,532. This program is funded through the Homelessness Prevention Program (HPP), the Ontario Works Program and the municipality. For the 2025-26 fiscal year, the cost is projected to be funded as follows:



| <b>2025-26 Year</b>  | <b>Gross Cost</b> | <b>Provincial</b> | <b>Regional</b> | <b>County Share</b> | <b>City Share</b> |
|----------------------|-------------------|-------------------|-----------------|---------------------|-------------------|
| HPP                  | \$ 691,758        | \$ 306,758        | \$ 385,000      | \$ -                | \$ 385,000        |
| Ontario Works        | \$ 404,774        | \$ 202,387        | \$ 202,387      | \$ 74,369           | \$ 128,018        |
| Total Projected Cost | \$ 1,096,532      | \$ 509,145        | \$ 587,387      | \$ 74,369           | \$ 513,018        |

### **Consultations:**

Leah Key, Coordinator Housing Administration & Development

Kelly Goz, Manager of Homelessness & Housing Support (A)

Jennifer Tanner, Manager of Homelessness & Housing Support

Diane Wilson, Manager Affordable and Social Housing

Kirk Whittal, Executive Director Housing & Children's Services

Tanya Antoniow, Executive Director Employment & Social Services

### **Conclusion:**

The Windsor Essex Housing Connections – Integrated Support Team has demonstrated early success in advancing housing stability and improving outcomes for individuals exiting homelessness. Through trauma-informed, person-centered care and strategic partnerships, the program is laying a strong foundation for long-term impact and continued growth.

### **Approvals:**

| <b>Name</b>    | <b>Title</b>                                   |
|----------------|------------------------------------------------|
| Dana Paladino  | Commissioner, Human & Health Services (Acting) |
| Janice Guthrie | Commissioner, Finance & City Treasurer         |
| Ray Mensour    | Chief Administrative Officer                   |

### **Notifications:**

| <b>Name</b> | <b>Email</b> |
|-------------|--------------|
|             |              |

### **Appendices:**

N/A